

Sales Management

THE MAGAZINE OF MARKETING

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OCTOBER 15, 1948



THIRTY-FIVE CENTS



You can't lose in a one-horse race

Guess our pride is showing . . . but these are the facts . . .

Better than 4 out of 5 Newsweek readers are leaders in business, industry, and the professions . . . by far the greatest concentration of any general magazine . . . at the lowest cost per thousand.

Even more important, the average annual income of Newsweek families puts them in the top 4% of the nation.

Newsweek selects this top-flight audience with an editorial technique unmatched, *unattempted*, in the publishing world. A technique that goes far beyond mere reporting of the news.

For, among other features, it gives you the signed opinions of such unbiased expert analysts as Raymond Moley on politics, Ernest K. Lindley on national affairs,

Joseph B. Phillips on foreign affairs, Henry Hazlitt on business and finance, General Carl A. Spaatz on the military scene. Experts who, week after week, give the background, the present, the all-important future developments, of the vital news of the day.

Yes, for the alert advertiser, in all truth it's a one-horse race where Newsweek is concerned.

**THE MAGAZINE
OF
NEWS SIGNIFICANCE**



Junior Journal

News . . . Features . . . Timely Tips for Youths

You Can Have a Real Vacation Without Ever Leaving Detroit

It seems that everyone is going "up North" for a couple of weeks on the lake. But everybody isn't.

Around 200,000 young people in Detroit alone and many thousands more over the state are out of school for the summer. They all can't go to the lake. But they can have a vacation tower and parks in the state.

CONDUCTED tours cover such places as Greenfield Village, auto plants, dog pound, zoo, jail, firemen's training school and fireboat. Cranbrook Institute, Penobscot tower and parks in the state.

For those who like the outdoor life and can get away there are two YMCA camps. Camp Holmes on Fish Lake near Holbrook takes care of 1,000 youths in an eight-week period.

The north woods is Camp Holmes on Lake Van Etten.

near Oscoda where another 700 youths can be handled over a four-week period.

THESE SUGGESTIONS, of course, are for those youths who like company while spending spare time.

The same opportunity is open to the "lone wolf" who wants to make these jaunts by himself. It's advisable to contact the places by phone before the visit.

And if you're interested in joining up with a gang, any branch of the YMCA will give you full details on how to become a member of one of the touring groups and a complete list of summer activities for a "vacation in Detroit."

DETROIT FREE PRESS
10 Saturday, July 10, 1948

Hats Off!



To Nancy Ericke, 17, who was graduated from Redford High School this year cum laude. She was the secretary of the National Honor Society; editor of the school paper, "The Outpost," and co-editor of the school yearbook. The daughter of Mr. and Mrs. Carl O. Ericke, of 18779 Shaftsbury, Nancy will enter the University of Michigan in September.

10 0

Roll Shows Reason

If Jane and Johnny raise a curfew, they're like the country. A wide poll of high school students shows that other be no think

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ACCENT ON YOUTH!



HELPING TO KEEP YOUTH'S INTEREST

Some of the "extra curricular" activities by The Detroit Free Press which help hold the interest of young people and their parents.

- **QUIZDOWN**—Now in its fourth year, embracing 4th, 5th and 6th graders in public and parochial schools, broadcast each Saturday through Radio Station WXYZ.
- **DEBATING**—Offers \$2,500 university scholarship and other awards for proficiency in debating in Michigan high schools in cooperation with the Michigan High School Forensic Association of the University of Michigan.
- **TRAFFIC SAFETY CONTESTS**—Conducted in Detroit's high schools and run by the students themselves with suitable school awards, and trips for top ranking students.

SOCIETY has its pages . . . so does sports . . . and finance . . . and the theatre.

But what is more important than youth?

We couldn't think of anything more important, so we created a "Junior Journal" page, which runs every Saturday, devoted exclusively to the teenagers of Detroit. They are buyers now . . . and future buyers of great promise which helps advertising.

- **TROPHY FOR HIGH SCHOOL PAPERS**—Award by John S. Knight each year to the best high school paper, presented in cooperation with the journalism department of Michigan State College.

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Sales Management

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Milwaukee Personal Income

**\$35,000,000
WEEKLY**

**Up 217% over 1939
compared to
U. S. gain of 188%**

THE Federal Reserve Bank of Chicago, in a survey of Milwaukee county economic conditions, reports "personal income at a current annual rate of 1.8 billion dollars, or more than three times the 1939 level. This rate of increase was well above the national average (188%) and relatively greater than in any area of comparable size in the midwest." The same survey reveals a "60% in-

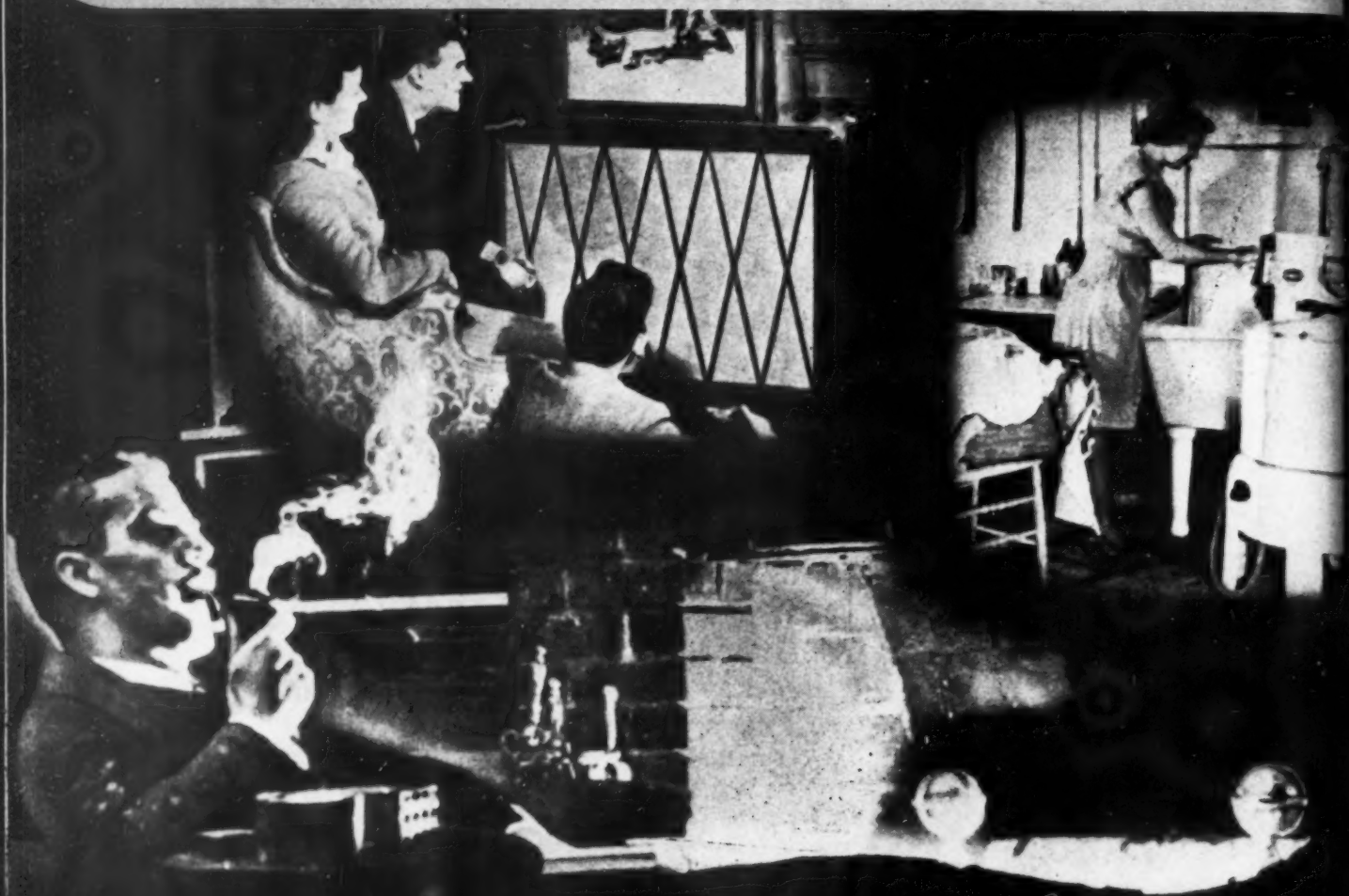
crease in total employment in Milwaukee county since 1939, compared with 43% for the nation as a whole."

Retail sales indices also show Milwaukee as a prize market of the nation in buying action—and it has a prize medium, a newspaper read daily in 95%* of all homes in the metropolitan area.

*Based on occupied dwelling units as of July 1, 1948.

The Milwaukee Journal

ALL THE COMED



PORTS OF HOME

are best sold to New Yorkers
through their favorite
home-going newspaper

FAMILIES are constantly in the market for newer and better household conveniences.

Practically everything that adds to comfortable living — from refrigerators to record players, from automobiles to automatic washers — stirs buying ideas in the minds of members of the family circle.

Naturally, the newspaper that is read by every member of the family . . . that reaches more of them every evening . . . offers greater opportunities for selling to the home.

In New York that newspaper is the Journal-American.

First in the evening field, the Journal-American strikes deep in the heart of the home market, reaching nearly twice the family units of the second evening paper. And these are families with ample purchasing power to buy what they want as well as what they need.

For 700,000 families the Journal-American represents a primary and often exclusive source of news, features and buying suggestions. To sell them the solid comfort they seek, sell them solidly through the one evening newspaper they prefer.



Your Story Strikes Home
— 700,000 Times a Day —
in the Journal-American

Journal NEW YORK American
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE



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October 15, 1948 Volume 61 No. 8



SALES MANAGEMENT

SIoux CITY, IOWA

Leading

99%

OF ALL CITIES
in the Nation in
 Per Capita Buying Power

According to Sales Management's
 1948 Survey of Buying Power
 (Further Reproduction Not Licensed)

...built to give years of TOP QUALITY PROJECTION



**AMPRO
PREMIER 20**

for 16mm. sound and silent films

Here is a 16mm. projector that will give high grade performance for many years. It will deliver steady, flickerless projection *continuously* and *quietly*. It is dependable, easy to thread and operate. It is gentle to precious film and easy to service.

The Ampro "Premier-20" is a *tested* design, developed by studying and learning from millions of performances. Ampro 16mm. projectors have been "put through the mill" by this country's leading school systems, universities and government departments.

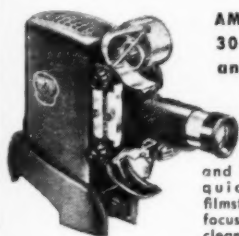
Into each Ampro projector is built 20 years of experience that assures better performance and longer service. Before choosing your 16mm. sound projector, ask your Ampro dealer for a demonstration of the latest Ampro "Premier-20."

Look—listen—remember Ampro's record—and *then* decide!



Send for Booklets

Mail coupon for full details on the new Ampro Premier 20. Also send for interesting booklets "The Amazing Story of 16mm. Sound Motion Pictures" (the illustrated story of how sound pictures are made and projected)—"A New Tool for Teaching" (the story of sound films in the classroom)—"Toward a Better World" (how churches are utilizing sound pictures). These informative booklets will be mailed to you postpaid for 10c each.



AMPROSLIDE MODEL 30-D for filmstrips and 2" x 2" slides.

Offers extra brilliant illumination, split-second interchangeability from slides to filmstrips and back — simplified, quick threading for filmstrips — and simpler focusing, operating and cleaning.

AMPRO
8 mm. silent...16 mm. silent...16 mm.
sound-on-film...16 mm. are
projectors...accessories

*Trade Mark Reg. U. S. Pat. Off.

S M 1048
AMPRO CORPORATION, 2835 N. Western Ave.
Chicago 18, Ill.

Please send me full details and price of the new Ampro Premier 20 Projector.

☐ I enclose 10c for a copy of the illustrated booklet, "The Amazing Story of 16mm. Sound Motion Pictures."

☐ I enclose 10c for "A New Tool for Teaching."

☐ I enclose 10c for "Toward a Better World."

I am also interested in: ☐ Ampro Slide Projector.

Name

Address

City State.....

AMPRO CORPORATION • CHICAGO 18 • A GENERAL PRECISION EQUIPMENT CORPORATION SUBSIDIARY

OCTOBER 15, 1948

The Human Side

Banking—The Easy Way

Big city banks take notice: Down in Louisiana, in the hamlet of Sunset, population 750, the Bank of Sunset and Trust Co. just closed its books for the current fiscal year with some \$4 million in deposits!

How did it manage such a record? How did this small bank in an unknown village get to be the "Biggest Small Town Bank in the World?" St. Landry Parish (Sunset's county) isn't rich; it has a largely agricultural economy, small farmers who do things on a small scale. There's no real wealth. The answer is as simple as it is unorthodox. This bank went out and *sold*. As one of its officers put it, "We're more than a bank. We sell farm implements, feed, livestock, everything that goes with a farm."

To show you what the officer meant, here's a capsule case history. Two men stand in front of a farmhouse. The first is a farmer. You can tell by his faded denims, his work-worn hands, his weathered face. The second man wears a hat and a coat. His car is parked on the road near the gate, a seven-year-old Plymouth. The man with the hat is talking: "Look, Jim," he says, "why don't you buy a tractor and some labor-saving machinery. You could plant those fields in the back and make 'em earn some dollars instead of lying fallow. The Bank of Sunset will be glad to lend you the money. We don't want any security. We know you. Let's talk to the farm equipment dealer in town."

The man in the hat and coat was a banker. He didn't sit at his roll-top desk waiting for business to come to him. He got out on the road and *made* the business. And he, like the bank, trusted the people who came to him. He was wise enough to know that a prosperous farm community makes a prosperous bank. They rise and fall together. It was this attitude which made the bank of Sunset a sort of southern bellwether. What's being done from a banking point of view in St. Landry Parish is attracting the attention—and grudging admiration—of banks all over the South.

Sunset's executive vice-president, R. J. Castille, is not a proud man. He believes that the reason why more bankers don't sell their credit is a matter of false pride. Bankers like to think of themselves as impressive individuals in an impressive business. Too often they believe that active selling of their credit is undignified.

The Bank of Sunset, in its small way, is exploding that 19th Century attitude. It is doing it *by doing*; by serving its interests through the community's interests. The bank finds out what its customers need, then sees how the bank can help them. Sure it means getting out of a swivel chair and going out into the country to tour farms with their owners. But it pays off—not just in dividends to stockholders, but in good relations between bank and customer. No one walks sheepishly into the Sunset bank. On Saturdays, when most farmers come to town, the place looks and sounds like a church Sociable.

The bank has been raising eyebrows in banking circles by its "foolhardy" loans without security for almost any sound purpose. The idea is so foolhardy that Sunset's losses are actually smaller than most bank losses! Most of Sunset's college-educated citizens got their degrees with money borrowed without security from the Bank of Sunset and Trust Co. Besides this, the bank presents every new adult with a credit of \$100 he can borrow without collateral and the bank even goes into surrounding counties to "peddle" credit.

Reduced to its simplest terms, the bank's success is due to three things: It peddles credit as an appliance salesman peddles vacuum cleaners; it gives credit to anybody; it actively aids farmers and businesses to prosper. By accepted standards of banking the Bank of Sunset goes hog wild in its policy of lending without collateral. But, actually, the bank is betting on the most fundamental and sound thing in the world: People.

And the bank never hounds defaulters. If a man can't pay, all he need do is explain that he's out of a job or his farm machinery broke down. The bank *helps* him instead of hounding him. Dozens of times the help is in the form of another loan.

When the bank opened in 1906, St. Landry Parish was a one-crop county. When cotton was good people prospered. When cotton went down the farmers suffered. So did business. Things are different now. St. Landry raises everything under the sun. The bank had a lot to do with making it that way.

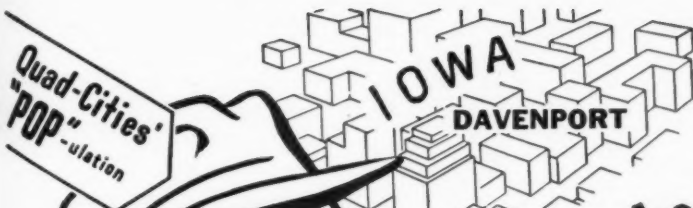
It isn't orthodox banking. But it's *good* banking, and there ought to be a lot more of it.

WELCOME TO SAN FRANCISCO!

"San Francisco has some famous hills." So says a leaflet given to S. F. visitors through seven major oil company service stations. "The Paris of America" also has some unusual traffic regulations because of those hills and some of the old-world downtown streets.



San Franciscans love the hills and the quaint streets; but visiting motorists, if the truth *must* be told, frequently curse them when they get a ticket for overlooking one of the traffic rules peculiar to the town. The little matter of cramping wheels to curb, for instance—how is a



In the **QUAD-CITIES**
it's **WHBF**
the station most people
listen to most!

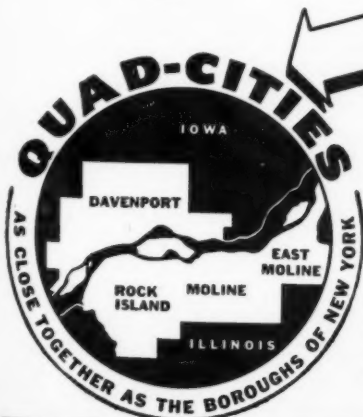
Here's the Latest QUAD-CITY HOOPER

DECEMBER - APRIL
(Share of Audience)

(Weekdays)	WHBF	Station "B"	Station "C"	Station "D"	Station "E"
Mornings	54.2	19.8	6.7	2.8	3.8
Afternoons	33.8	23.4	14.0	9.4	3.2
Evenings	29.4	36.2	9.1	6.8	7.3
Sunday Afternoons	27.5	22.0	12.6	5.0	6.5

NOTE: The above chart includes outside stations as well as local stations.

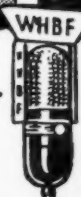
Located 180 miles from Chicago
— 250 miles from St. Louis —
325 miles from Omaha — 345
miles from Minneapolis. No
outside station adequately cov-
ers the Quad-Cities.



AM WHBF FM

Basic ABC
5 KW-1270 KC

Les Johnson, V. P. and Gen. Mgr.
Affiliate of Rock Island Argus



Avery-Knodel, Inc.
RADIO STATION REPRESENTATIVE

Coming November 10th:

Market Ratings For 502 Leading Cities

As an aid to sales and advertising executives in planning 1949 campaigns, SALES MANAGEMENT will publish in the November 10th issue a special study of 502 leading cities, based upon and supplementing data from the 1948 Survey of Buying Power. Orders accepted now for extra copies of this issue at 35c each.

This feature is the result of the most recent trends in market evaluation and media selection. It was prepared with the aid of a poll among a special "jury" of SALES MANAGEMENT subscribers. The 502 leading cities will be divided into six population groups and the ranking of each city within its own group will be shown for—population, retail sales, food sales, general merchandise sales, drug sales, Effective Buying Income, per capita income and per family income. City totals in these categories will also be listed.

The new compilation will provide a simple means of measuring the "quality" of a city as a market by comparing its ranking in sales and income factors to its ranking in population. When its ranking in any category of sales or income is *higher than or equal to* its population ranking, a city is credited with a "point of superiority." As part of this new feature, all cities with 5 or more "points of superiority" will appear in a *special* listing giving the number of "points" for each city.

Market Ratings for 502 Leading Cities will also include an editorial foreword explaining the data and giving suggestions as to its most effective use in sales and advertising planning. Advance information on the entire feature will be provided on request.

*Sales
Management*

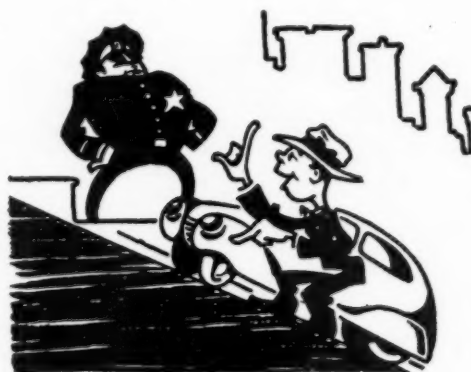
THE MAGAZINE OF MARKETING

386 Fourth Ave., New York 16, N. Y.

stranger to guess that one? He parks his car the way he would in New Jersey or Kansas—in other words, he just stops and turns off the ignition. Along comes a policeman: He has visions of the car taking off for a tour of its own, as many a car has done when it broke loose on a hill; he tags the car, and the city has made—well, it hasn't made a friend.

Then there's the "No Stopping or Parking" rule, enforced on certain busy streets during certain hours. Strangers in a hurry fail to read the sign, park—and come back to find no car. It's been towed away—last desperate measure the city is trying so as to keep people from parking where they shouldn't, since no degree of fine has proved a sufficient deterrent.

It all adds up to an odd feeling that visitors don't fit in with the City's Good Neighbor policy, its slogan of "San Francisco Knows How," and the long-standing effort of business men in the city to encourage and welcome the flow of business and business emissaries. The Chamber of Commerce became disturbed over the many complaints it was receiving from out-of-state business visitors who were rewarded for their visits with ticketed cars because they did not know local traffic ordinances.



Starting in September, it began to distribute a friendly and humorous leaflet designed to take the sting out of the good advice and make non-San Franciscans chuckle along with the natives over the traffic hazards (which they wouldn't be without if they could!).

Service station attendants will hand the leaflets to all out-of-state cars or to motorists who appear to be strange to the city. The oil companies cooperating in the drive are: Union Oil Company of California, Standard Oil Company of California, Shell Oil Company, Incorporated, Tide Water Associated Oil Company, the Texas Company, Hancock Oil Company of California and General Petroleum Corporation.

As a preliminary test, 10,000 leaflets have been printed and will be given away for the balance of the year. They point to three of the traffic regulations most puzzling to strangers. After a reasonable time, the Chamber will meet with oil company representatives for a report on the acceptance of the program by the public. From this, the Traffic and Highway Committee hopes to gauge how many more of the leaflets to print or what further steps to take. The plan is to expand the educational move to include other agencies than the service stations in distribution of the leaflets. Any interested business house with motoring customers may be enlisted to give away the little reminders. Having received fair warning, the reasoning is, motorists who get tickets for breaking the local rules may want to kick themselves—and not San Francisco for just being the way it is.

THE INDIANAPOLIS STAR
and
THE INDIANAPOLIS NEWS

announce

that both newspapers will be

represented by

THE KELLY-SMITH COMPANY

in the

general advertising field

effective

January 1, 1949

FORTUNE

With The New October Issue

Pictured here are some of the men who have contributed, by word or deed, to the new October issue of FORTUNE.



Elliott Bell
Mr. Dewey's economics



R. C. Leffingwell
"How to control inflation"



Cyrus Eaton
The people's financier



Henry Kaiser
The people's industrialist



J. Robert Oppenheimer
Discontent among the scientists



FORTUNE'S Roper
It's all over but the cathing



William Orton
"Business and Ethics"



K. T. Keller
His business strategy

With
program
editor

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FORTUNE

With the October issue, FORTUNE initiates a new editorial program, charts a new editorial direction, makes a new editorial commitment.

The new commitment is based on two convictions:

That American Businessmen recognize that American Business Enterprise is becoming one of the great decisive factors in human history, with widening opportunities for achievement, deepening responsibilities and dangers.

That, to meet the needs of the coming decade, FORTUNE must extend its editorial program to report fully the facts of business today and to show their relationship to the ever-widening circle of a businessman's interest.

The October issue points the new direction.

"Learn to think like a man of action—and act like a man of thought." In the American business scene today, there's plenty of action—and plenty of thinking, too. This new October issue of FORTUNE reflects both and, we hope, contributes to both.

"How to Control Inflation?" This surely, next to war, is the subject most in the minds of American businessmen. If anyone knows how it can be done (in America), it is Russell C. Leffingwell, Chairman of the Board of J. P. Morgan. We are privileged to present in this issue, Mr. Leffingwell's mature and responsible conclusions on this subject.

What actually will be done as to inflation and as to all questions of public policy depends, to a large extent, on the convictions of Thomas E. Dewey, now running for President. FORTUNE's distinguished poll-taker, Elmo Roper, has announced that, insofar as anything is certain in human affairs, the election of Mr. Dewey is certain. Proceeding, therefore, on the all-but-certain knowledge that Mr. Dewey will soon be in the White House, FORTUNE presents in this issue an authoritative summary of *Mr. Dewey's Economics*. This was based on interviews not only with Mr. Dewey himself but also with the top members of his famous "team." In this examination, the key figure is the brilliant Elliott Bell.

Men propose, by their thoughts or theories, but God (or fate) disposes. And so you will find that the October issue by no means confines itself to the thinking—even of the wisest. The course of actual events is also portrayed realistically. In the front of the magazine, the reader will find a big and wholly new department, *The Business Roundup*. In this section, based on exclusive reports from TIME INC. Bureaus and special correspondents at home and abroad, the recent course of the American economy is recorded with accent on signs of equilibrium . . . new shortages in scrap and power . . . surpluses in farm products, textiles and money . . . Berlin's influence on business . . . news of corporations, new products, new techniques.

Throughout the entire issue FORTUNE's coverage of Business spreads out to report on a dozen other interesting current situations. One article probes recent *Doings at Chrysler*, and finds President Keller now ready and eager to play his own game in the Big Three Stakes . . . Another relates, blow-by-blow, the feud of the decade, the rapidly climaxing tussle between the People's Industrialist (Kaiser) and the People's Financier (Eaton) . . . From a study of Small Business, we find that U.S. Enterprisers today are at an all-time (3,500,000) high. And from out of the blue comes the story of "*The Magic Circle*."

While the range and variety of FORTUNE's business subject-matter is broadened, the reader will also find that he can concentrate intensely every month on certain key sectors, to be covered regularly in new departments, notably LABOR, LAW and TECHNOLOGY. These, to be sure, do not represent all of the important phases of our American economic life, but by any reckoning, these subjects are of vital importance now and for the future. In the LAW Department, for example, an able young lawyer tells us why lawyers are everywhere in business—and we might as well like it.

We have been speaking of FORTUNE's new assignments and new approaches. But to our minds, never in its history has FORTUNE tackled a more interesting and important subject than the *Mechanization of the Farm*, which might seem an old and twice-told story. Yet we found that the facts of 1948 have not been told, and are revolutionary. *There is more mechanical power on the farms of America today than there is in all the factories in the country.* This striking fact, revealed in FORTUNE's study, is but a symptom of the fast-developing revolution in food production. In this exploration of the impact of the new sciences of food production on the economy, we believe that FORTUNE has pointed a new U.S. direction.

Business does not exist in a world by itself. It is necessarily related to all other modes of thought and action. This relatedness is dealt with in "*Business and Ethics*" by Professor William Orton, sage and pungent author of "*The Liberal Tradition*." In the "*Men of Science*," the first of the new FORTUNE "group profiles," FORTUNE shows scientists moving out of their laboratories into the arena of politics and the world economy. The story singles out the leaders—Oppenheimer, Seaborg, Robertson, the Coris and others—as individuals and as a group, to worry with them over their problems, their pay, their future, their state of mind. For science as a profession is in a crisis that reflects the crisis of modern times as deeply as any other preoccupation of man.

The October issue, we believe, reveals the inclusive character of our new assignment. It is, in a very real sense, a new venture in journalism.

Month by month, as the editorial program develops, integrating the thought and action of business today, we foresee a FORTUNE of more immediate utility, with a broader mission, of greater value to the leaders of American Business Enterprise.

TIME INC., PUBLISHERS OF FORTUNE, 350 5th AVENUE, NEW YORK 1, N.Y.

YES!—IOWA FARMERS DO "LISTEN WHILE THEY WORK"!



THE 1948 Iowa Radio Audience Survey* shows that 11.3% of all Iowa farm families "listen regularly" to non-auto radios *outside their homes.*

54.6% of these Iowa radios are located in the barn! Thus radio advertisers in Iowa get a substantial bonus of listener-ship from farm families, during their working hours outside the home. . . .

Each year since 1938, the Survey has been aimed at two objectives: (1) to furnish up-to-date basic information on Iowa radio listening habits, set ownership, and station and program preferences; (2) *to provide new information not previously gathered.* "Extent of regular listening to non-auto sets *outside the home,*" for instance, is one of the 1948 Edition's several new research achievements.

The 1948 Iowa Radio Audience Survey is replete with facts that *you should know* about radio listening in Iowa. Write us—or ask Free & Peters—for your copy, now!

*The 1948 Iowa Radio Audience Survey is a "must" for every advertising, sales, or marketing man who is interested in the Iowa sales-potential.

The 1948 Edition is the *eleventh* annual study of radio listening habits in Iowa. It was conducted by Dr. F. L. Whan of Wichita University and his staff, is based on personal interview of 9,224 Iowa families, scientifically selected from the city, town, village and farm audience.

As a service to the sales, advertising and research professions, WHO will gladly send a copy of the 1948 Survey to anyone interested in the subjects covered.

WHO

+ for Iowa PLUS +

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
FREE & PETERS, Inc., National Representatives

NEWS REEL



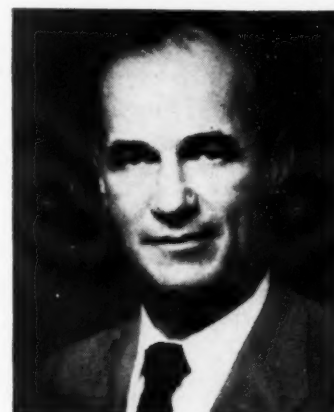
AMERICAN AIRLINES, INC.

Walter Sternberg (left), general sales manager, and C. R. Speers (right), eastern regional vice-president, have recently been elected assistant vice-presidents of the sales department of American Airlines, Inc.



GEORGE R. BROCKWAY

Newly appointed sales manager of Rapid Standard Co., Inc., Grand Rapids, Mich., joined the firm in 1943. He succeeds L. C. Backhart, board chairman.



DON D. CANFIELD

Named director of sales for Burton-Rodgers, Inc., Cincinnati. The company recently completed its \$100,000 modernization of equipment and plant.



WALTER BELINKY

Returns to Continental Coffee Co., Chicago, after an absence of seven years, and begins his 21st year with the company as its national sales manager.



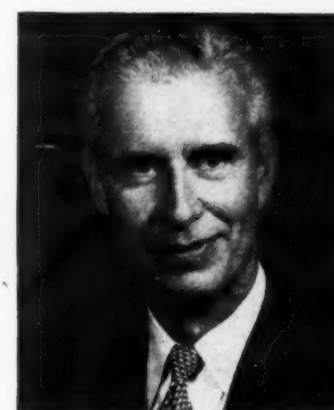
MYRON KAHN

Appointed sales promotion manager of the Moyer Manufacturing Co., Youngstown, O., will coordinate its Seven Seas Sportswear advertising with sales.



BORG-WARNER CORP.

Recent sales staff additions and changes of the Norge Division include sales managers R. C. Connell (left), replacing W. M. Davis, resigned, for gas ranges, and M. R. Robb (right) for home heaters.



PUT THESE SHOPPERS BACK COVER



- You put 57.5% of Baltimore's 343,-654* City Zone families back into your selling picture with The News-Post . . . the paper that goes home with more Baltimoreans than any other daily newspaper — 197,666 families every evening. (Total Net Paid 226,464.)

- While retail stores in Baltimore were ringing up a new record of over 1-1/5 billion dollars in retail sales** during 1947, The News-Post reached a new

peak of more than 10,000,000 lines of retail advertising.

- Full sales volume comes only with full coverage. And for full coverage Baltimore's merchants are using The News-Post more than ever before—because it's the favorite paper with more than half of Baltimore's families every day.

*ABC City Zone based on Bureau of Census—1947 Report for Baltimore Metropolitan District

**Sales Management Survey of Buying Power, 1948

To bring your Baltimore sales up to par bring
your Baltimore market information up-to-date.

First in circulation in the 6th largest city

Baltimore News-Post

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

INTO THE PICTURE TO BALTIMORE



OCTOBER 15, 1948



eenie



meenie



miney....

There are 146 million people in the United States. One in ten, or in ten thousand perhaps, are *logical* customers for what you have to sell—ready, willing and able-to-buy. To these, your advertising can supply a MOTIVE for BUYING YOUR PRODUCTS. But the degree of action it creates at retail sales counters is to a large extent MOTIVATED by the media in which it appears.

That's why eenie, meenie, hit or miss methods of media selection (buying circulation by millions in hopes of a law-of-average return; or buying editorially screened circulations which indicate reader interest but are no guarantee of willing or financially able-to-buy readers)—is wasteful and extravagant.

The Pay-Off's at the Point of Sale

The place to measure a magazine's advertising effectiveness

is the place where advertising pays off. Which is precisely what Fact Finders, Inc. did recently, when they sent investigators into home furnishings departments of representative department stores to interview shoppers. (Incidentally, these investigators were not told for which magazine they were interviewing.)

One of the questions asked was:

"What Magazines featuring Home Furnishings have you read in the past month?"

And the response per 100,000 circulation for the 10 most mentioned magazines, were:

HOUSE BEAUTIFUL	208
Home Service Magazine "B"	127
Home Service Magazine "C"	48
Home Service Magazine "D"	35



Women's Service Magazine "A"	35
Women's Service Magazine "B"	20
Women's Service Magazine "C"	17
Women's Service Magazine "D"	12
Weekly "A"	5
Weekly "B"	4

There You Have It, Mr. Advertiser

Proof positive—from the very spot where your customers exchange their cash for your products—that some magazines have a more highly developed editorial ability to supply the **MOTIVE** that gets customers out of their chairs and into retail stores. That if your product has to do with home improvement, home building, better living—**ONE MAGAZINE—HOUSE BEAUTIFUL**—isolates ready-to-buy customers for you in greater numbers; can produce these

active buyers at the point of sale in a ratio of almost two for one over any other magazine.

Do the Advertising Media You Use Have S A?

You can pick your customers *before* you go after them, when you pick the magazines that get them going. The figures at left are only one of many eye-widening facts about the actions and reactions of retail purchasers uncovered when Fact Finders, Inc. interviewed 3500 shoppers at the point-of-sale in a dozen leading U. S. department stores. Ask a House Beautiful representative to show you the complete study—and show you how important **S A** advertising media can be to your selling operation.

House Beautiful



HOW TO FIGURE YOUR SALES POTENTIALS IN THIS INDUSTRIAL MARKET

Free

Market analysis
of the
**PLASTICS
INDUSTRY**
will help you
find the answers



This new data file contains the inside story of one of America's fastest growing industrial markets. It is the most complete analysis of the plastics industry that has ever been published. Packed full of up-to-date figures, charts, graphs, maps — lists 101 kinds of capital equipment and 40 principal items of short life equipment that the industry buys—shows the raw material production through the last 10 years — illustrates the location of the industry — includes tips on how to sell and advertise to it.



The curve is up on production in the Plastics Industry. When new applications are developed, new equipment and manufacturing facilities are added. This means new sales opportunities for you.

The Plastics Industry may represent a profitable field for your product or service. This new data file is designed especially to help you evaluate this industry and to plan sales, distribution and advertising to it. For your free copy tear out the attached coupon and clip to your firm letterhead and mail. No obligation of course, Modern Plastics, 122-M East 42nd St., New York 17, N. Y.

MODERN PLASTICS

A BRESKIN PUBLICATION

122-M East 42nd Street

New York 17, N. Y.

Gentlemen:

Please rush my free copy of your new 40-page data file entitled "The Plastics Industry—What It Buys and How to Sell It".

NAME _____

POSITION _____

FIRM _____

STREET _____

CITY _____

ZONE _____

STATE _____



BY T. HARRY THOMPSON

The best answer to communism versus capitalism is revealed by the growing number of Russians who go to any length to keep from returning to their native land. They have seen communism and want no part of it.

Inflation-Note: A year ago, I could get a box of nice, fat, furry pipe-cleaners for 25c. Same quantity today is 50c . . . skinny ones that don't do so good a job.

True Form has a new bra called "Tattle Tale." That would be an even better name for a bustle.

"The goose that laid the golden egg has nothing on the bricklayer today."—*Banking.*

NIT—"What did the customer say to the dealer who opened the box of White Owl cigars?"

WIT—"I'll take the whole box. This is my night to Owl."

Coming from a Sunday-school paper, says Dick Dickson, there must be a lesson in this jingle . . . maybe safety-first . . . maybe prohibition:

Curious fly
Vinegar-jug
Slippery edge
Pickled bug.

Speaking of Sunday-school reminds me: All of us should go to church on Sunday, but, in air-force terms, we should remember that Sundays are for *briefing* . . . our *mission* to be accomplished is in between.

Reader Dickson postscripts about a trainer telling a fighter: "Well, Old Man, I'm afraid you're licked," and the unexpected reply: "Yes, I guess you're right. I should have got him in the first round when he was alone."

The premiere of WJZ-TV awhile back gave the hands of the clock a reverse-spin for those of us who remembered vaudeville at New York's Palace theater in the 'Twenties. ABC hired the Palace, and let us see such old-timers as Pat Rooney and Ray Bolger and Gus Van, doing their old numbers. A form of entertainment that television is fast reviving.

HEADLINE PARADE

Holes in the Iron Curtain.—Article in "The American Magazine."

Ire Under the Elms.—Article in "Life."

GOP Claims Saving of \$6,350,000.—*News-Head in the "Times."*

The zest is yet to come!—*Greyhound Bus.*

Our Color Man went mad . . . mad . . . mad!—*Arrow "Colorama" Ties.*

The farmer takes a wife . . . all over!—"Cappers Farmer."

Hollywood's Ten Richest Women.—*Hedda Hopper piece in "Look."*

There's room galore . . . to both freeze and store!—*Westinghouse Refrigerator.*

Are you interested in a Stuffed Hole?—*Dresser Industries.*

Don't be vague . . . say "Haig & Haig."

"No more soot for Santa," says Bituminous Coal Institute. Not even the familiar red suit?

Quoteworthy: "If every communist knew what every sane person in a capitalist country knows . . . the high standard-of-living which capitalism makes possible, the pride of individual accomplishment, the satisfaction of knowing you can go as far as your own abilities will take you, the security of justice, the joy of knowing your son can go even farther than you have gone . . . if every communist knew the facts about capitalism, there wouldn't be any communists."—Warner & Swasey ad in *Newsweek.*

Hercules Powder Company, Inc.
Wilmington, Delaware

Dear Harry:

The name "Bellyacres" for an abode in the country is scattered rather broadly over these United States. No doubt, each of the owners enjoys his choice thoroughly; but none, I'm sure, so much as a friend of mine in Massachusetts who lives in Belchertown.

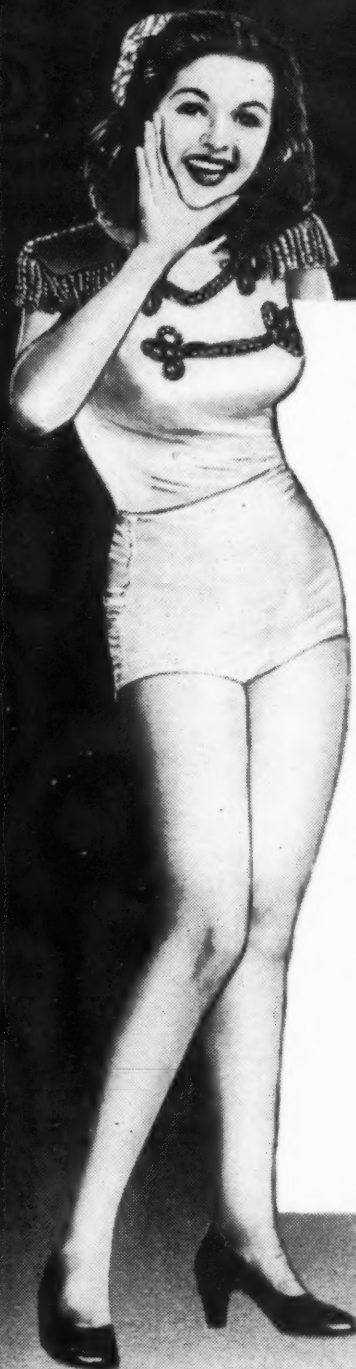
Very truly yours,

Jack (Scheetz)

SALES MANAGEMENT

New Orleans' Retailers

will tip you off to this
**UNBEATABLE
COMBINATION**



New Orleans' retailers have known it for years! Smart national advertisers are finding it pays!

You, too, will make more sales faster when you follow the powerful morning Times-Picayune with the influential evening States . . . reach two ready-to-buy audiences with one low-cost coverage. Get the facts!

Total Number Homes in New Orleans 181,100
Combined City Circulation:
The Times-Picayune (AM) and States (PM).... 180,947
Plus 78,158
additional trade area readers
Sunday City Circulation 154,586
Plus 120,162
additional trade area readers

Source: Sales Management 1948.
ABC Publisher's Statement 3 Months
Ending March 31, 1948



New Orleans **TIMES-PICAYUNE and STATES**
★ MORNING ★ SUNDAY ★ EVENING

OWNING AND OPERATING RADIO STATIONS WTPS AND WTPS FM • MEMBER A.N.A. Network • REPRESENTATIVES: JANN & KELLEY, INC.

OCTOBER 15, 1948



**WE SPOKE
TO 27,000 PEOPLE
WITHOUT SAYING A WORD!**

EXPERIENCE shows that the silent mail questionnaire is the most effective and economical fact-finder in the book — *when* it seeks information from *selective* groups. It covers territory faster, more often and more easily reaches the right executive, more consistently secures the genuine opinions of the person responding.

Example: a mail survey to 27,000 airline cardholders, to determine what air travelers want in the way of services. And straight-from-the-shoulder replies pointed up the needs, quickly, accurately, at low cost.

Reliable mail research such as this, however, can never be produced haphazardly. Like direct advertising, the success or failure of mail surveys rests equally upon the *selectivity* of the audience and upon the manner in which the material is written and presented. And that's where we come in — backed by more than 25 years of *experience specializing* in mail surveys to markets *known* to be mail responsive. Write on your business letterhead for a descriptive booklet telling what Dickie-Raymond does, and how we do it.

There's Only One

DICKIE-RAYMOND

*Merchandising & Sales Promotion Counsel,
Direct Advertising*

521 FIFTH AVENUE, NEW YORK 17, 80 BROAD STREET, BOSTON 10

Kasco Informant has a fellow saying: "Not very amusing, is he?" and another fellow replying: "No, he couldn't even entertain a doubt."

Homer Smith, director of product-information for the National Stationers Association, Washington, D. C., used a headline I like for a booklet on general salesmanship in his field: "You've got to keep moving to Sell Stationery!"

Orville Reed spotted a Cincinnati *Times-Star* ad in SM which your reporter missed. The heading: "Imagine a beauty-contest without bathing-suits." And Orville says it might be added: "... or the promoter of such a contest without a public-morals charge against him." He then kicks-in with a couple of couplets:

The salesmen who peddle information
Earn the biggest remuneration.

Sales are made all over town
By a simple process of wearing-down.

"We're better off than before Bill was hurt! He learned a good-paying trade . . . thanks to Employers Mutual," says a woman in an insurance-ad. No use getting bunged-up just to learn a trade for free, though.

Squibb Dental Cream never sticks its neck out with wild claims; settles for a modest "effective . . . refreshing."

Frank Kaufman, who heads his own advertising and public-relations business in the Empire State Building, sends what he calls his bi-annual contribution . . . a slogan featured on a truck owned by the Central Structural Steel Company: "Steel When You Need It."

Beau Beals, of Philadelphia's Renner Advertisers, asks if we've heard about the Scotsman who called-up his girl to see what night she was free.

Incidentally, Reader Beals sends me a proof showing a headline I donated for his account: Getty window-hardware: "Best in any case-ment."

Our geography-teacher used to tell us about "Russia in Asia" as distinguished from "Russia in Europe." Were she alive today, she'd doubtless tell us about "Russia in Sufferable."

EXTRA

Buying Power

SYRACUSE

EXTRA

Selling Power

HERALD-JOURNAL

SYRACUSE, N. Y.

**SYRACUSE BUYING POWER SHOWS
26% ABOVE NATIONAL AVERAGE****Alert Advertisers Select Syracuse
For Above Average Sales Returns**

For every dollar's worth of goods sold nationally, Syracuse offers a purchasing potential of \$1.26! Sales Management's current survey of buying power proves it. Here's a big market . . . a consistently high-quality market . . . a strategic market for expanding sales. By virtue of its self-sufficient agricultural-industrial economy, this market makes an excellent testing area, maintaining a healthy average buying income as compared with state and nation.

Sales Management points out another significant fact! New York State families, in general, and Syracuse families, in particular, accumulate, each year, the largest savings accounts of all families. Figures show that the average family *could* spend considerably more for retail sales! Here,

then, is *reserve* buying power . . . buying power which can be harnessed for greater advertising returns and volume sales . . . by using the Herald-Journal . . . a results-getting medium in a proven market.

**Market Data Translated
Into Actual Case Histories**

A recent survey by Media Records, Inc., covering newspaper advertisers in 105 cities, reveals that the Addis Company of Syracuse, women's specialty shop, is the largest user of newspaper advertising space in the women's apparel store classification. The same survey accords Syracuse another special distinction by naming Wilsons' Leading Jewelers Inc. as the biggest retail newspaper advertiser in the national jewelry field.

What's a Market?

"Markets are people with money to spend." That's how the Syracuse Herald-Journal (Daily) and the Herald-American (Sunday) reduces market data figures to a simple brass tacks method of market selection.

"The greater the buying power, the greater your selling power. In Syracuse, as the Sales Management survey bears out, they're ready to buy AND national advertisers can best make them spend by giving their 'buying ideas' the penetrating market coverage delivered by the Syracuse Herald-Journal (Daily) and the Herald-American (Sunday)."

**SYRACUSE, N.Y.****"ALL BUSINESS
IS LOCAL"****For Complete Market Coverage
at ONE LOW COST...**

- ✓ SYRACUSE HERALD-JOURNAL (Daily)
- ✓ SYRACUSE HERALD-AMERICAN (Sunday)

National Representatives: Moloney, Regan & Schmitt, Inc.

Hub of the Empire State — A City of Diversified Industry

OCTOBER 15, 1948

Beverage Editor Bert Dale writes exclusively for these magazines in their respective fields. Born in New York, he was educated at Columbia and Indiana Universities. At 39, few can match his intimate knowledge of the beverage business. He has devoted more than ten years to it. When not traveling he shares a New York home with Mrs. Dale (who is a former magazine editor) and their sons Alvin and Donald. Author of the *1944 Reference Book* and *Bigger Profits With Better Menus*. Favorite hobby: Idea-getting field trips.

Bert Dale ►

...knows that the right
kind of beverage service
pays off in profits



HIS regular editorial feature, "Building Beverage Business", is based on practical, usable suggestions. They help to boost beverage patronage and profits for the 25,072* restaurant people who buy and read **RESTAURANT MANAGEMENT**. And the 8,804* hotel people who buy and read **HOTEL MANAGEMENT**. (*June, 1948 A.B.C.)

These restaurant and hotel executives are in business to make money. Like most people in business, they look first to their own business magazines for new tried and proved ideas that help build profits and reduce costs.

Bert Dale's brass tack suggestions and special articles talk their kind of beverage department language . . . how plans and promotions pay off for other establishments . . . how to use labor-saving equipment . . . how

to improve service . . . and the latest beverage preference trends.

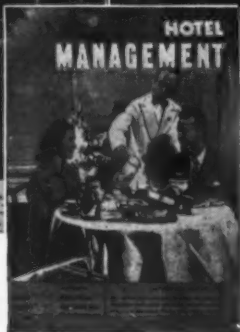
We can promise you this. *Your own suggestions for better ways of serving your product* will give your advertisement the kind of readership you want most. First, because restaurant and hotel operators never pass up usable ideas. Second, serving beverages at a profit is a big part of their stock and trade—to the tune of almost 3 billion dollars annual beverage business!

Send For This New Beverage Report

Our new report, "The Restaurant and Hotel Market for Alcoholic Beverages", will give you full particulars on these businesses for your own product. Please use your company letterhead.



USE A RESTAURANT MAGAZINE TO SELL RESTAURANTS



USE A HOTEL MAGAZINE TO SELL HOTELS

AHRENS PUBLICATIONS

NEW YORK — CHICAGO — ATLANTA — LOS ANGELES — SAN FRANCISCO

Restaurant Management
Hotel Management
Restaurant Equipment Dealer
Hotel World-Review
Travel America

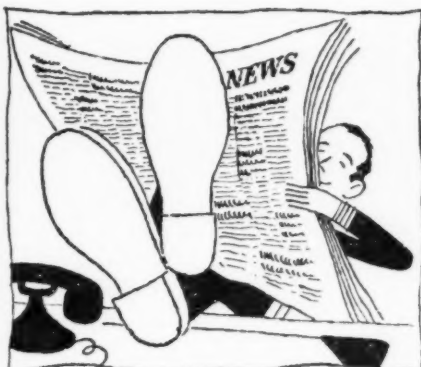
• 71 Vanderbilt Avenue, New York 17
• 333 No. Michigan Avenue, Chicago 1
Representatives: Blanchard-Nichols-Osborn, 805 C & S National Bank Bldg., Atlanta 3, Ga.; Blanchard-Nichols, Russ Bldg., Suite 2020, San Francisco 4, Calif.; Blanchard-Nichols, 448 So. Hill St., Los Angeles 13, Calif.



SALES MANAGEMENT

A DAY IN THE LIFE OF AN AD MAN

I—The Account Executive



10 A.M. He arrives at office. Reads advertising news. Phones client. Hears account's budget may be cut one-third. Feels ulcers acting up.



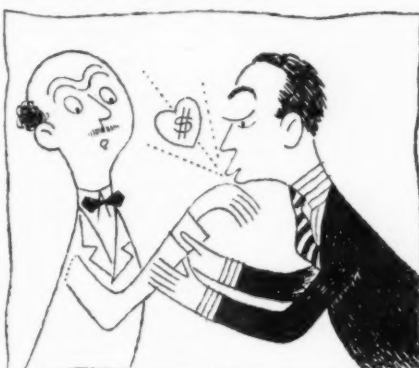
11:30 Hurries to client. Brings every power of persuasion to bear ...without visible result. Thinks maybe a good lunch will improve client's frame of mind.



12:30 Orders cocktails. Makes sure to specify delicious Carstairs White Seal whiskey. Drinks taste so good client realizes A. E. is a man who cares...for the best.



2:30 Tells agency prexy about impending budget cut. Receives tongue-lashing for general mis-handling of account. Reaches for phenobarbital tablets.



4:30 Visits client once more. Learns that budget will not be decreased, after all. Suspects client's attitude was improved by his enjoyment of Carstairs.



5:30 Celebrates his luck with Carstairs at favorite bistro. Appreciates even more the Perfectly Balanced Blend that's rich yet light, mild yet hearty.

Give CARSTAIRS for Xmas



7:30 Buys several bottles of Carstairs as personal gift to client. Realizes the price is so reasonable it's a boon to his own budget, too. Resolves to send Carstairs to all his friends this Yuletide. (P.S.: Why don't you do that, too?)

The ^{ad} Man who Cares Says:

CARSTAIRS White Seal

Blended with Care...for Men who Care

Carstairs Bros. Distilling Co., Inc., Baltimore, Md.
BLENDED WHISKEY, 86.8 Proof, 72% Grain Neutral Spirits



**COSTS
LESS**

*(Have these words "costs less" vanished from the language?
Almost...yet not entirely.)*

Today virtually the only commodity that still costs less than in 1939 is the American consumer himself.

Today an advertiser by carefully choosing his medium can buy circulation (that is, *customers*) for considerably less than he could in 1939. Nowhere, for example, has the cost of a customer dropped more than in network radio. (SEE "ADVERTISING & SELLING," MAY 1948)

And nowhere in network radio does he cost as little as on CBS.

Today an advertiser's dollar spent on CBS delivers from 8% to 57% more listeners than on any other network. For the second year in a row, CBS sponsored programs have again averaged the lowest cost per thousand families in all network radio—13% lower than the average for the other three networks.

Today "costs less" may be two words inaudible in most places throughout the land, but they can be heard in Radio, and *most distinctly* on the Columbia Broadcasting System.

CBS



—where 99,000,000 people gather every week!

**GREATER
RETAIL SALES**

**THAN IN
ANY ONE OF
17 STATES**

**\$1,062,741,000
SALES MANAGEMENT
ESTIMATE—1947**

BUFFALO



**AND THE
8 COUNTIES**

BEST COVERED BY THE

**Buffalo
Courier-Express**

**Western New York's Only
Morning and Sunday Newspaper
Representatives:
OSBORN, SCOLARO, MEEKER & CO.**

**NOW AVAILABLE
FOR YOUR ADVERTISING
THE FAMOUS
CARLSON RULE**

**A Gift you'll be proud to give.
A Gift they'll be grateful
to receive.**

**YOUR NAME
GOES HERE**

**If you sell these
fields you won't
find a better sales-
building item than
a Carlson Rule.**



Lumber	Construction	Air Conditioning
Furniture	Iron & Foundries	Trucking
Appliances	Architects	Painting
Venetian Blind	Building Material	Plywood Mfrs.
Refrigeration	Engineers	Roofing
Mill Supplies	Sash & Door	Plumbing
Glass	Oil	Insurance
Steel Casting	Water Heater	and others

J. A. ROSS CO.

35 North Arroyo Parkway • Pasadena, California

WASHINGTON BULLETIN BOARD

Commerce Department Faces New Budget Battle

It's budget making time in Washington again and all over town the departmental requests for funds which will be made to the new Congress are being threshed out.

The Department of Commerce, which for several years has taken a beating at the hands of appropriations committees, is making special efforts to justify the need for additional funds in next year's money bills. So far, the Bureau of the Budget—which passes on all requests before they are submitted to Congress—is reported to be showing a sympathetic attitude, and the real battle won't come until hearings start before Representative Taber's hard-headed appropriations sub-committee.

Budget Bureau recognizes that in the face of today's unusual business conditions, post-war readjustments, inflation, and future uncertainties affected by innumerable domestic trends as well as global issues, a strong Department of Commerce is needed. The Bureau concedes the need for adequate statistical services, for instance, and will approve specifically the requests for necessary funds. But Congress, and Rep. Taber particularly, have been persistently critical of these services—indeed, have often shown a deep ignorance of their value and their uses.

Last year the contention was frequently repeated that businessmen who profit from the use of statistical services should pay for them. And you can look for more of the same kind of argument when hearings start, probably in February.

Bureau of the Census probably will come through the fund fight in good shape since the 1950 decennial population census must be provided for and the principle of manufacturers' and business censuses already has been approved by Congress. Bureau of the Census, incidentally, already is knee-deep in preparations for the 1950 census, is making test enumerations in selected areas, and carefully working out questions to be asked by the enumerators.

Commerce Department would like to get a modest appropriation of \$50,000 to enable its Office of Domestic Commerce to compile marketing data from the 1948 Social Security Board

records. When this was done for the first time last year it proved of immense value to sales executives. Before the end of this year, similar data from the 1947 Social Security records will be published, but no more will be forthcoming unless additional funds can be obtained, the Department has formally announced.

Lanham Trade-Mark Act Due for Revision

If you have any trade-mark problems, put down the Lanham Trade-Mark Act as one of the major pieces of legislation to watch in the next Congress. While the act generally was hailed as the biggest advancement in this field in many years, some flaws have developed and various proposals for changes are being offered. The U. S. Trade-Mark Association has been meeting with staff experts of the Senate Judiciary Committee. The Committee itself is not adverse to re-studying the situation. Strengthening of certification marks is one of the improvements already being drafted.

FTC Sticks to Its Basing Point Guns

Still the No. 1 worry of a big segment of U. S. business is the question of pricing methods raised by the Supreme Court outlawing of basing points in the cement case. FTC is going right ahead to proceed against basing point systems wherever it has hopes of proving conspiracy by whole industries, or major portions of an industry.

But FTC's actions don't do much to clarify the situation. Currently "hottest" of the pending cases is that of the corn products refining industry. FTC issued a complaint against all of the major firms, charging them with price fixing and restraint of trade by use of the multiple basing point and zone delivered price systems. It also claimed illegal discrimination among customers.

Eight of the firms asked the Commission to dismiss the basing point complaint, asserting that it would force them to switch to an f.o.b. basis and that the biggest producers would thus benefit. They also pictured considerable economic distress in middle-western communities where their plants are located, if the order is enforced.

BBDO Newsletter

BATTEN, BARTON, DURSTINE & OSBORN, Inc.
Advertising

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH
MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT



CLOSE HARMONY

ANYONE WHO HAS ever tried to get local dealer tie-ins for a manufacturer's newspaper campaign knows what a delicate, involved task it is. BBDO Buffalo worked hand in glove with Easy Washing Machine Corporation to show dealers why it would pay them to get behind Easy Spindrier advertising. Result, over 907,000 lines at dealers' expense to top Easy's 669,000 lines.



"OUR" CAVALCADE

TO EMPLOYEES WHO have seen a broadcast, it's no longer "the company's" program, but "our" show. DuPont inspires pride in "Cavalcade of America" (Mondays, NBC) by frequent originations in plant cities. This month 22,000 Chattanooga people, including Du Pont Nylon employees and their families, will see "Home to the Hermitage." Photo shows Ann Rutherford and Paul Lukas at Photo Products plant, Parlin, N. J.



WAKE-UP JOB

LONG BEFORE MEDIA MEN realized the pulling power of its pages, Holiday magazine was a circulation success. It was BBDO's job to alert them to "America's most responsive new market." Real case histories like this have helped to do the work. In the first ten months of 1948, Holiday's advertising lineage is up 42,537 lines over 1947, and dollar revenues up nearly 96%.



SKY WRITERS

NAVION OWNERS WRITE the copy, Ryan Aeronautical Company gets the high readership. This 2/3-page ad—first in a series prepared by BBDO Los Angeles—was based on replies to questionnaires sent to executives who fly Ryan Navions. It ranked third on a cost basis in a 71-ad issue of Time magazine. Novel offer of free business trip is helping build a strong prospect list.

Stability comes of many years...



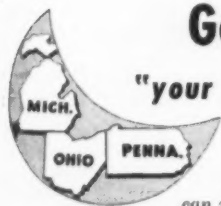
...for all these years Pennsylvania has been a great farm market!

Talk about an old, established business! Pennsylvania was a great farm state when most others *weren't even known*.

But it isn't age alone that gives Pennsylvania a **STABILITY** rarely found in other "upper third" farm states. Look at the number of markets! Pennsylvania has 995 marketing centers, *almost triple* the U. S. average! So Pennsylvania farmers spend less to sell their products—save more to buy *yours*.

Notice we say products—plural. These farmers aren't tied to the ups and downs of any one product . . . they have a money crop all year 'round!

With so many crops, of course, they must keep widely informed. They do—7 out of 10 read **PENNSYLVANIA FARMER**.



Golden Crescent Stability

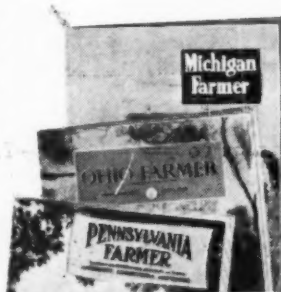
"your best profit hedge in the farm market"

No farm area of equal size and wealth can match the stability of The Golden Crescent. It has greater age . . . more market centers . . . a larger variety of products. Served by **MICHIGAN FARMER**, **THE OHIO FARMER**, and **PENNSYLVANIA FARMER**, The Golden Crescent safeguards your profits through the ups and downs of the farm market. For further information write Y1013 Rockwell Ave., Cleveland 14, Ohio.

PENNSYLVANIA FARMER
Harrisburg

THE OHIO FARMER
Cleveland

MICHIGAN FARMER
East Lansing



FTC refused to dismiss the complaint and denied it would force the manufacturers to switch to f.o.b. Hearing was set for November 8 in Washington, and the argument will be watched closely by companies with basing point problems.

Meanwhile, Senator Homer Capehart, chairman of the Senate Committee on Trade Policies, has outlined four major points to be considered when his group starts hearings in mid-November to prepare legislative recommendations: (1) Will pricing policies, brought about by basing point elimination, promote competition? (2) Will they cause serious shifts of population? (3) Will they promote beneficial decentralization of industry? (4) What will their effect be on cost to the consumer?

Provisional Estimates Of Population Issued

Bureau of the Census has completed a new tabulation giving provisional estimates of the population of the U. S. by regions, divisions and states as of July 1, 1948. Designated Series P-25, No. 14, it can be obtained upon request to the Bureau. It puts California in the 10-million-population class for the first time with New York and Pennsylvania.

Still available from the Superintendent of Documents, Washington, for 45c is the "Forecasts of the Population of the U. S. 1945-1975" issued earlier this year.

New Developments in Distribution by Air

Domestic air parcel post sent the mail loads of the airlines up 7% during the first 15 days it was available and Post Office Department reports many additional firms preparing to use it regularly. . . . Freight forwarders have been authorized by the Civil Aeronautics Board to handle forwarding by air for at least five years. . . . Decision is expected shortly, giving several of the independent all-cargo airline operators certificates and permanent status. . . . Registry, insurance and C.O.D. are all available on air parcel post. . . . Several airlines are putting in group fares—10 for the price of one—and hope to cash in on big-company sales conference trips. It isn't necessary for the whole group to travel on the same flight. . . . Available for the asking: a wall or desk-top map showing more than 1,000 cities served directly by air express—useful in planning rush shipments or gauging delivery from suppliers. Offered by Air Express Division, Railway Express Agency, 230 Park Ave., New York 17, N. Y.

SALES MANAGEMENT

★ Dogs are important enough to BH&G families for us to run a whole department on them—and they're among the best-cared-for dogs in the country! Millions of well-fed dogs give you a whale of a market for dog food and combs and soap and beds and everything else that helps with the care of pets.



How Screening picks your prospects

IT'S obvious that a book devoted entirely to better living will attract only the people who are constantly interested in better things for their homes and for their families.

That's how Better Homes & Gardens acts as a screen. Its 100% service content screens out casual, aimless readers, and screens in only homemaking husbands and wives.

And because they read BH&G as a "how-to" book, not as entertainment, your ads are just as pertinent and interesting as the editorial. New sandwich ideas—and your ads on peanut butter and cheese and

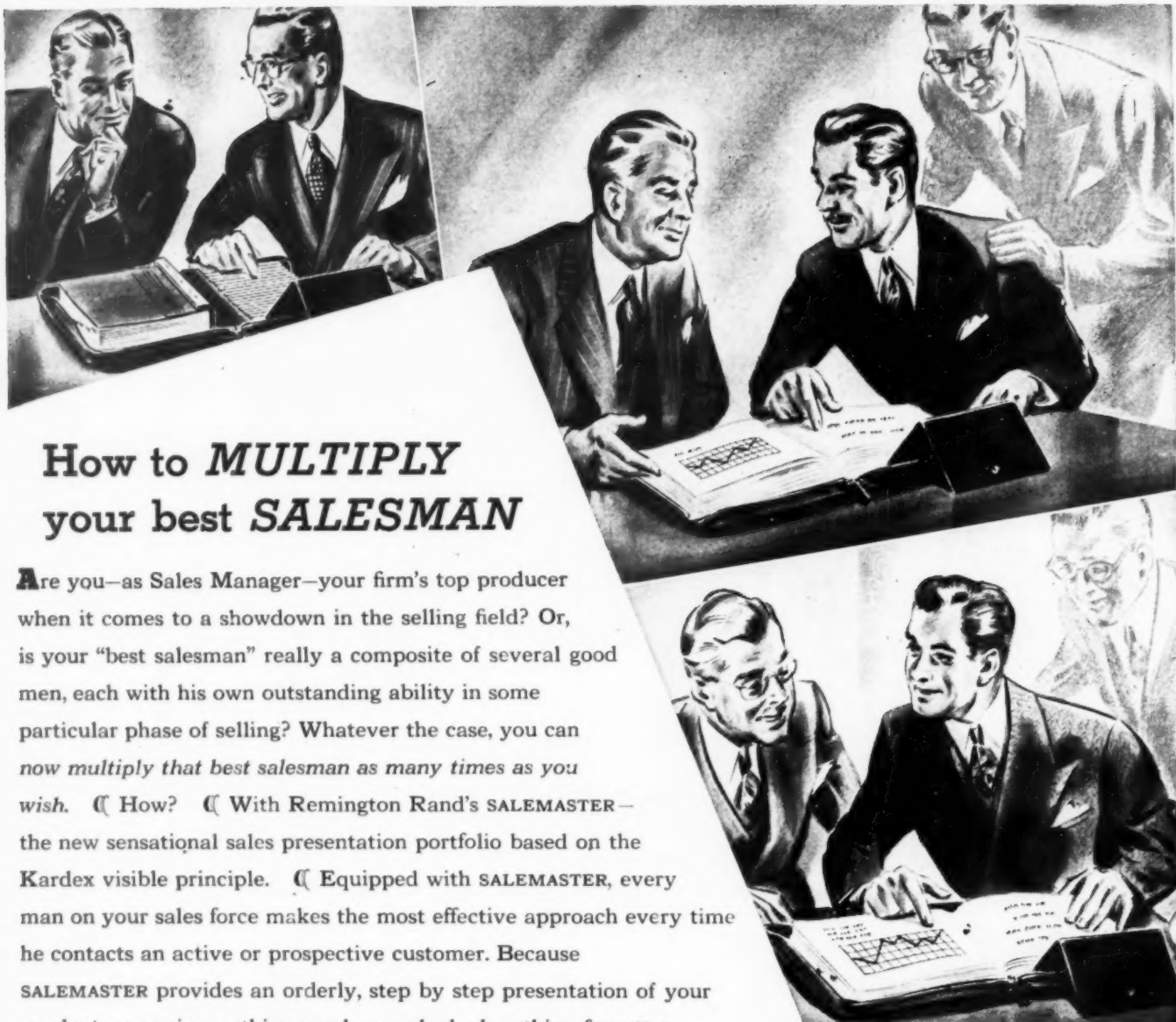
meats and condiments and spreads—are all one in the BH&G reader's mind. The same thing goes for articles and ads on new refrigerators; on vacuum cleaners; on table setting and china, glass and silver; on budgets and insurance; on travel and cars; on cleaning and detergents and soap and brushes.

BH&G's 100% usable service, screening only actively interested prospects, gives you more than 3,000,000 families with incomes among the highest for all big magazines.

Want our representatives to tell you more about how service and screening result in sales?



America's First Service Magazine



How to **MULTIPLY** your best **SALESMAN**

Are you—as Sales Manager—your firm's top producer when it comes to a showdown in the selling field? Or, is your "best salesman" really a composite of several good men, each with his own outstanding ability in some particular phase of selling? Whatever the case, you can now multiply that best salesman as many times as you wish. ¶ How? ¶ With Remington Rand's SALEMMASTER—the new sensational sales presentation portfolio based on the Kardex visible principle. ¶ Equipped with SALEMMASTER, every man on your sales force makes the most effective approach every time he contacts an active or prospective customer. Because SALEMMASTER provides an orderly, step by step presentation of your product or service, nothing can be overlooked, nothing forgotten. Your new salesmen can thus tell the same success-proved sales story as your high scoring veteran salesmen. ¶ And in handling customer questions and objections, SALEMMASTER visible features score tremendously. Complete facts, figures and illustrations in sturdy Kardex pockets where they are protected from soiling or tearing at the edges, are located at a glance leaving the customer no time to lose interest or become impatient. And SALEMMASTER, because of its convenient carrying size, can always go along with your sales representatives. ¶ SALEMMASTER selling is brisk, direct, positive—compels attention, commands respect, gets results. For details, call our nearest office or write

Systems Division, 315 Fourth Ave., New York 10, N. Y.



Remington Rand

THE FIRST NAME IN BUSINESS SYSTEMS



Only the NEW SALEMMASTER Offers These Advantages

- **Built-in Ensel**—Supports card pockets when turned up for display.
- **Convenient Size**—SALEMMASTER measures 10½ x 14 x 2¼ inches.
- **Flexible Interior**—Kardex panels may be switched in a jiffy to present new cards, photographs, etc.
- **Top Quality Finish**—SALEMMASTER comes in rich, Mahogany Brown top-grain cowhide.
- **5 Style Combinations**—(1) Kardex and Lev-L-Lok loose leaf Binder (above); (2) Lev-L-Lok Binder and Correspondence Pocket; (3) Kardex and Correspondence Pocket; (4) Kardex Both Sides; (5) Ring Binder and 2 Correspondence Pockets.

The Space Buyer's Score Card

	LOCALLY-EDITED MAGAZINES	SYNDICATED SUPPLEMENT A	SYNDICATED SUPPLEMENT B	SYNDICATED SUPPLEMENT C
1 THE LOCAL TOUCH Each magazine locally edited for the readers in its own market.	✓			
2 GRAVURE PRODUCTION Top quality reproduction in mono-tone, duotone and full color.	✓	✓		✓
3 UNIFORMITY Same size, same format. (The eight Locally-Edited Magazines are all printed at one gravure plant.)	✓	✓	✓	✓
4 EDITORIAL BALANCE Tested text-picture balance for thorough readership as well as high reader traffic.	✓	✓	✓	
5 CONVENIENCE 1 order, 1 set of positives, 1 bill.	✓	✓	✓	✓
6 FLEXIBILITY Buy entire group, or any combination. Use different dealer lists, etc.	✓			
7 SATURATION COVERAGE Each magazine circulated by the market's FIRST newspaper.	✓			
8 MERCHANDISING Full cooperation by newspapers circulating the magazines.	✓			
9 LEADERSHIP IN READERSHIP According to recent comparison surveys.	✓			
Total	9	4	3	3

No wonder we're proud. Every week more national advertisers are discovering that the Locally-Edited Gravure Magazines add up to a greater advertising value. Compare for yourself . . . point for point, penny for penny, your best buy is the Locally-Edited Group. Interested? Contact any of the following Representatives: Branham Co., John Budd Co., Jann & Kelley, Kelly-Smith Co., O'Mara & Ormsbee, Sawyer-Ferguson-Walker Co.

Eight weekly newspaper magazines featuring The Local Touch for highest reader participation. Total circulation: over 1,660,000



LOCALLY-EDITED GRAVURE MAGAZINES

ATLANTA JOURNAL • COLUMBUS DISPATCH • THE NASHVILLE TENNESSEAN
 INDIANAPOLIS STAR • LOUISVILLE COURIER-JOURNAL • HOUSTON CHRONICLE
 NEW ORLEANS TIMES-PICAYUNE-STATES • SAN ANTONIO EXPRESS



NEW YORK
Herald Tribune

FORUM *17th*

OCTOBER 18th, 19th and 20th
at the Waldorf-Astoria in New York



New York Herald Tribune Forum Section
Sunday, October 24th

This is America's year of decision in a year of crisis for the world. Major moves, national and international decisions, will be arrived at on the basis of known resources — ours, and the world's.

On this subject — today's resources, distinguished authorities on all phases of our human and natural wealth will address the New York Herald Tribune Forum — the 17th since the Forum's founding in 1930.

The Forum's four sessions, held in New York's Waldorf-Astoria, broadcast and televised to millions at home and abroad, will constitute a national and international stock-taking.

When the count is finished, the complete record — verbatim reports on all speakers — will be published in the October 24th Herald Tribune Forum Section.

As the Herald Tribune Forum has no parallel in journalism, the Forum Section has no parallel in advertising. This full report of the Forum's proceedings is published as a public service. Advertisers who use it know the unmatched opportunity it presents to the nation's leading organizations and industries — for statements of policy, accounts of stewardship, dramatization of goods and services, selling a brand, a name, an idea, a cause.....

The Forum Section is a challenge to advertisers. The date: Sunday, October 24. For further information, write to the —

NEW YORK HERALD TRIBUNE
230 West 41st Street
New York 18

SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending October 15, 1948

DEFINITIONS OF MARKETING

Over a long period of years about the most vexatious questions pouring in to SM editors have been those asking us to work up precise definitions for various marketing terms. They were vexatious because they were great time consumers and also because SM staff members couldn't always agree among themselves.

Ever since 1935 committees of the American Marketing Association have been working on the same problem, and now at long last their painstaking studies and research work have borne fruit under the chairmanship of Prof. Ralph S. Alexander, School of Business, Columbia University.

Definitions, with running comment, of nearly 150 terms used in marketing are given in the committee report in the October *Journal of the American Marketing Association*. Non-members may buy copies of the *Journal*. Send \$1.00 to Robert King, Care, Batten, Barton, Durstine and Osborn, 383 Madison Avenue, New York, N. Y.

Here are the committee definitions of a few terms which are subject to debate or misunderstanding.

WHAT DO THESE TERMS MEAN?

Distribution—the Committee recommends that the term Distribution be regarded and used as synonymous with Marketing.

Jobber—this term is now widely used as a synonym for Wholesaler. Most of the schedules submitted to the Bureau of the Census by members of the wholesale trades show no clear line of demarcation between those who call themselves jobbers and those who prefer to be known as wholesalers.

Marketing—the performance of business activities that direct the flow of goods and services from producer to consumer or user . . . This definition seeks to *exclude* from marketing those semi-manufacturing activities that result in changes in the form of merchandise which represent material modifications in its characteristic or uses. It seeks to *include* such activities when they result in changes in form primarily designed to make the produce more salable and only incidentally to affect its use, such as packaging.

Merchandising—the planning involved in marketing the right merchandise or service at the right place, at the right time, in the right quantities, and at the right price.

Private Brands—brands sponsored by merchants or agents as distinguished from those sponsored by manufacturers or distributors . . . This usage is thoroughly illogical since no seller wants his brand to be private in the sense of being secret, and all brands are private in the sense that they are special and not common or general in use . . . It is recommended that, whenever possible, more specific terms, such as Wholesaler's Brand, Retailer's Brand, Dealer's Brand, be used.

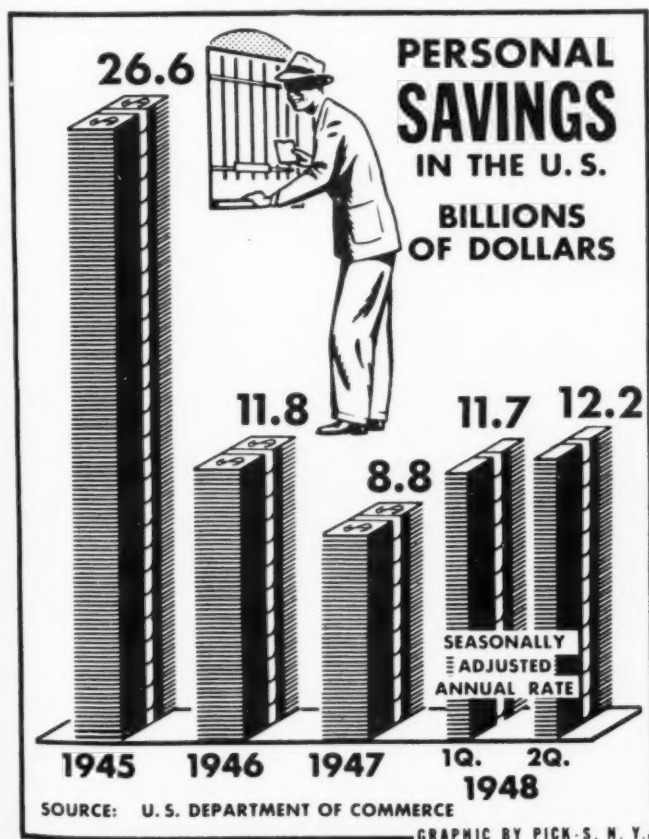
Sales Promotion—(1) In a specific sense, those sales activities that supplement both personal selling and advertising and coordinate them and help to make them effective, such as displays, shows and expositions, demonstrations, and other non-recurrent selling efforts not in the regular routine. (2) In a general sense, sales promotion includes personal selling, advertising, and supplementary selling activities.

Selling—The personal or impersonal process of assisting and/or persuading a prospective customer to buy a commodity or service or to act favorably upon an idea that has commercial significance to the other. This definition includes advertising and other forms of publicity and sales promotion as well as personal selling.

WHERE'S THE MONEY COMING FROM?

Retail sales so far this year have increased at a slightly higher rate than income and as a consequence some of us are living beyond our means. The most substantial factor toward keeping the average individual solvent has been the reduction in Federal taxes, which is an automatic increase in disposable income.

In addition, the sales of both durable and non-durable goods have been helped by the marked reduction of liquid assets and savings and by the growth in installment selling. Speaking of installment selling, in 1946, according to a study made by the International Statistical Bureau, Inc.,



20% of all auto sales were made on the time payment plan. In 1947 this proportion rose to 33%. The amount of auto sales credits outstanding at the end of the first 7 months of this year is about 80% more than at the same time a year ago. The relationship between auto sales credit and total sales credit is moving steadily toward its prewar ratio.

The new credit restrictions will be felt most keenly by those in the lower income brackets. Before Regulation W went into effect, a person could make \$50 monthly payments over a 2-year period for an \$1800 new car but now he has to pay \$70 a month over an 18-month period. So long as the general cost of living remains as high as it is, many people in the lower income brackets will be discouraged from making purchases of durable goods requiring large monthly payments.

There's still plenty of money, even though it isn't being thrown around so recklessly, but competition for the consumer's dollar is expected to grow keener during the holiday shopping season.

In the current issue readers will find SALES MANAGEMENT's annual survey of what folks want for Christmas. There's no question about their *wanting*—especially the women—consumer durable goods, particularly appliances for the home.

HOW MUCH FOR AUTO ALLOWANCES?

Jack Aspley in a recent Dartnell News Letter says that most salesmen want their automobile allowance increased to 8c a mile on the basis that it was 4c before the war, and that some subscribers are allowing 8c on the theory it is worth a cent or two a mile to keep the

salesmen happy. According to records of companies who use a large number of automobiles in sales work, the increased cost of operation since 1940 is about 60%.

The Policyholders Service Bureau of the Metropolitan Life Insurance Company (One Madison Avenue, New York 10, N. Y.) has prepared a special report for sales executives called "Automobile Expense Allowances in 1948." Their study indicates that 60% of companies are paying a flat amount per mile for automobile operation, with the average current figure being 6.1 cents as against 5.2 cents in 1946. These figures are based on more than 7,100 employe-owned vehicles in all the so-called "popular" price ranges. These cars averaged approximately 1,100 miles per month. In the majority of instances, the mileage allowance is understood to cover all expenses normal to the operation of the car. Such items as tolls, garage and parking fees away from home, are usually considered as legitimate expense in addition to the regular mileage allowance.

41% of the companies considered personal injury and property damage insurance cost to be included in the mileage allowances. About 22% of the companies paid for the insurance separately, while 26% expect the salesmen to take care of it. On fire, theft and collision insurance, the responsibility for payment is about equally divided, about 40% of the companies consider the cost included in the mileage and about 40% expect the salesmen to pay the premiums.

NICE GOING, MR. CLEMENTS

As many of our readers know, I expressed late in the Spring considerable dissatisfaction with the way Mr. M. W. Clement was running "my" railroad, I being a modest owner of 100 shares of Pennsylvania R. R. stock.

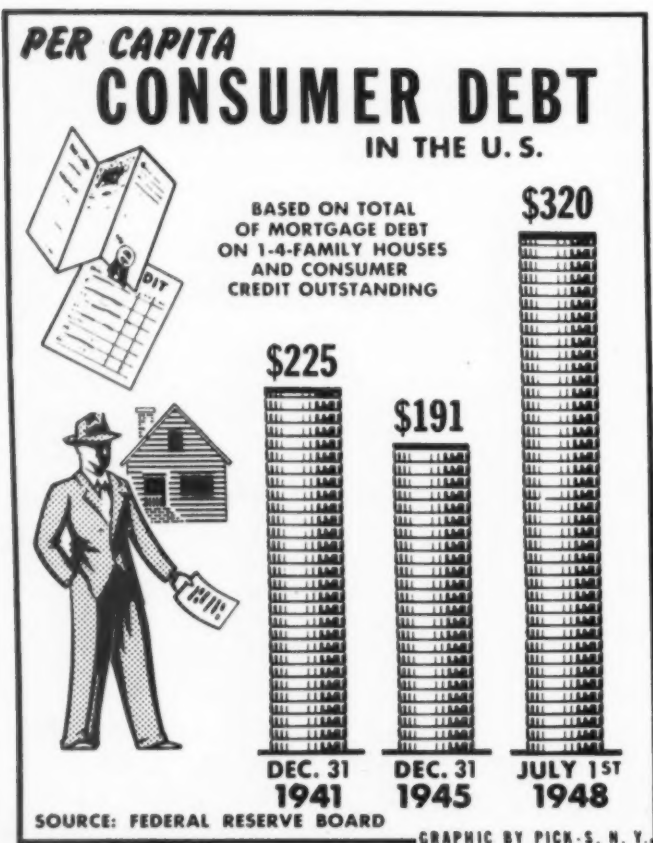
I'm now pleased to report that my investment is looking up; management is spending some real money for modernization. The current program of improvements to be completed by 1949 totals \$216,736,000, which is 40% more than was spent to electrify the line from New York to Washington and Philadelphia to Harrisburg and more than the United States Government paid for such gigantic public works as the Alaska Highway or Boulder Dam.

The Pennsylvania's answer to some of my criticisms of their passenger service—criticisms which seem to be shared by hundreds of our readers who took the trouble to write me—was that my criticisms might be justified so far as the past and present were concerned, but that they were refraining to say anything about future improvements until a number of them were in operation. You and I can have our own opinions as to the wisdom of such an attitude but it is true that train after train is now re-equipped virtually from end to end, including all-reserved-seats coach streamliners and the all-room sleeping cars going to the "name" trains. Improvements include greater roominess and comfort, new lighting, air conditioning, panorama windows, easily opened doors, attractive color harmonies.

Now if they will go further and treat their employees more like human beings and improve the quality of food and food service, I may decide that my investment will eventually turn out profitably.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



Management by Committee . . .

It's Trane's Approach to Sales

Based on an interview with **THOMAS HANCOCK**,
Sales Manager, The Trane Co.

Ten department heads guide sales policies for Trane Co. They work closely with their opposites on the Development Committee, keeping the company informed on markets, aware of competition, and conscious of its own skills.

Growth created a problem for The Trane Co., La Crosse, Wis.

Ten years ago net sales of the company totaled \$3,655,140. By 1946, net sales had increased to \$13,839,855—could have been more but for material shortages. Last year, with material supplies eased, Trane net sales jumped to the unprecedented figure of \$20,956,830.

Development Committee

Many "wheels" and "cogs" in The Trane Company's organization turned and meshed with each other to handle this enormous increase in production.

One of these cogs was the Trane Development Committee. It developed new ideas, studied old ones, either killed an idea or advanced it toward production, as engineering judgment dictated.

However, with the company's enormous growth, this committee, composed of top engineers, needed a closer alliance with the sales department. The problem was to get important ideas developed by this committee integrated into the sales program.

So, in 1946, The Trane Company sales committee was organized. It is this committee that will be discussed here.

To maintain its 1946 leadership in the heating-cooling-air conditioning industry, The Trane Company needed the special faculty that made it outstanding as a smaller, rapidly growing manufacturing company.

This special faculty was composed of three factors: Thorough awareness by the company (1) of its markets; (2) of competitive developments and their probable effects on Trane sales; (3) of its own engineering resources and capacities.

It was to sharpen that latter awareness and make engineering resources and capacities more effective, sales-wise, that the Trane Sales Committee

came into being.

The committee soon found other areas of usefulness—to be explained later.

Outlining The Trane Company's business, Thomas Hancock, the company's youthful-appearing sales manager, says:

"Largest purchasers of Trane products are the heating and air conditioning contractors. They install equipment for heating-cooling-air conditioning systems designed by consulting engineers and specified by architects.

"Some sales go directly to large industrial organizations that have their own engineers and installation mechanics.

"Remaining sales are to wholesalers, and involve heating products they can merchandise effectively.

"Trane has long advocated: Buy heating and air conditioning through the architect, engineer and contractor.

"The Trane Sales Committee is composed of 10 department heads, each a trained technical expert, chosen because he knows sales problems, from factory to field to customer.

Meets Often

"The Sales Committee meets often—but at no fixed time—to look over, study and make plans for immediate sales steps. During its meetings, the committee seeks to accomplish these things on products:

1. Produce new ideas to keep Trane ahead of competition and anticipate what is required to make the products sell.

2. See that work on products in the hands of the Development Committee, Designing Department or factory, does not bog down because of lack of Sales Department attention and suggestion.

3. Keep the Development Com-

mittee directly advised of work that the Sales Department would like to have done *first*, and the importance of that work.

The meetings are intended to produce these results on sales matters:

1. Bring out facts and information to give all departments various aspects of over-all sales trends and problems, so that all who figure in the design-production sales picture will present "informed uniformity" in contacts with branch offices and customers who call direct.

2. Co-ordinate all sales programs so that sales emphasis in the field will be placed where it is deemed most important with respect to long-range, over-all sales policies.

3. Educate and bring along assistants in departments.

Sales Committee meetings are held at 11 A.M., but with no definite date schedule. They may be held once or twice a week, or at any other intervals, depending entirely on the need. A word to Mr. Hancock, with a statement of why a meeting is needed, is sufficient.

Discussion of Product

The first portion of the meeting is devoted to discussion of product design, sometimes changes in design; the second portion to general sales problems.

Thus, the Sales Committee looks inward, to the progress of ideas through the Development Committee and to production of approved ideas, old and new, and outward, to the sales field.

From what it sees, The Trane Company's sales policies and programs are formulated.

It is not "just another committee." All sales department heads are expected to attend all meetings, unless out of town. Sales department assistants attend that portion of the meeting devoted to general sales problems, unless otherwise arranged. In any event, the assistant in the department whose products are being discussed in the product session is expected to be present.

Minutes of meetings are exchanged between the Sales Committee and the Development Committee, and all

sales department heads receive copies of minutes of both committees.

Sales Committee product discussions as a rule cover:

1. New products needed to increase the company's scope in the industry. (Many new product ideas are in the files. For instance, The Trane Company could, with a minimum of preliminaries, start manufacturing gas-fired heating equipment, drawing on its complete idea files for product designs, market data, etc.)

2. Changes in products to reduce costs.

3. Changes in products to add selling points.

4. Competitive products and new competitive design features.

5. Work projects in the hands of the Development Committee, with recommendations as to the order in which products shall come from the Development Committee. (Sales Department managers are responsible for keeping Sales Committee meetings advised as to progress being made by the Development Committee, the Product Engineering Department and the Laboratory and Designs Departments on products under their respective jurisdictions.)

Discussion of Problems

Subjects discussed in the portion of the meeting devoted to sales problems may be:

1. Policies and trends concerning prices and delivery.

2. Status of orders received, quotations and shipments in general and for specific lines of products.

3. Sales programs for various lines of equipment.

4. Advertising programs.

5. What action will be taken to assist certain offices to increase their sales on specific lines of equipment? (Sometimes this action relates to a few offices in a region, sometimes to the entire Trane sales system.)

6. What action will be taken in promoting Trane business in certain markets such as: municipal and Government work, institutions, industrial process work, the big jobbing market, etc.?

7. Policies to be followed on specific routines, such as handling of cancellations, cancellation charges, service expenses, charge-backs, etc.

The list of Trane department managers also indicates the type of equipment, as represented in their departments, that comes under scrutiny of the Sales Committee: Unit Heaters, R. E. Lee; Air Conditioning Units, C. L. Ringquist; Convactor-Radiators, E. A. Cline; Cooling Coils and Special Heat Transfer, H. C. Rooks; Heating Coils and Fans, R. G. Lu-

binsky; Jobber Sales, R. S. Knowles; Advertising Department, L. A. Trumble; Refrigeration, M. L. Hoglund; Unit Ventilators, L. R. Fuller; Steam Specialties, F. O. Russell; Transportation, F. O. Russell. Sales Manager Hancock acts as chairman of committee meetings.

When each department head leaves a Sales Committee meeting and returns to his department he has made several gains:

1. He has been fully informed on another phase of what is going on in The Trane Company.

2. He and all salesmen are fully informed as to programs and policies. (It's his duty to pass information along.)

3. He has a sound, straightforward story to tell when it comes to making sales, or when adjustments or explanations are necessary.

4. He knows that all other department heads and their sales groups will follow the same "informed and uniform" procedures, so that every man on the firing line will tell the customer the same story.

"We are therefore," says Mr. Hancock, "responsible for ethics and accuracy."

The Sales Committeemen are question askers, and they seek authoritative answers. Suppose they have a new product up for consideration—here's how the probing goes:

What competitive product is manufactured? What are comparative prices? What advantage has the product for the consulting engineer, the architect, the contractor, the owner? Can our field force sell it? What will it mean, in sales, to the wholesaler? What is the size of the total market into which it fits? What dollar value can Trane expect to get if it is put into production? In one year, two years, three years? What will it cost to do the marketing job on it? What will be required to promote it, in literature, mailing pieces, business paper advertising, etc.?

Answers To Questions

Someone usually comes to the meeting with all, or nearly all, answers to such questions. When a new product idea has taken form, the member of the Sales Committee into whose department it falls is asked to submit all his known facts to every member of the committee, in writing, far enough in advance of the meeting during which it will be taken up to give them time to study and digest the whole proposition.

At that meeting, then, each Committee member is expected to be able to discuss it in a down-to-earth manner. It doesn't often happen at a meet-

ing of the Trane Sales Committee that a member will ask, "What do we discuss today?" Everybody knows.

The challenging and questioning attitude of the Committee members toward everything that comes within their notice has paid off many times. A concrete example: The Trane Company's exclusive Multiple-Zone Air Conditioner.

A customer in the St. Louis district wanted an air conditioner that would give him different temperatures, from the same unit, in two different rooms. The home office department manager who got that order brought it before the Sales Committee. While the engineers worked out the problem for the St. Louis customer, Sales Committee members were wondering if an air conditioner couldn't be made that would provide different temperatures not only for two rooms, but for several.

Would there be a market for such a device?

Actual Problem

The Development Committee undertook the engineering phase. An air conditioner was developed that could make and hold different temperatures in as many as six different rooms—all from one unit.

Meanwhile, the department head who had put the idea into the Sales Committee's hopper had been gathering information: the probable extent of the market for the Multiple-Zone Air Conditioner, figures on production costs, probable sales prices, etc.

The Trane exclusive Multiple-Zone Air Conditioner became a new, and important, item in the Trane lines.

Sales Committee ideas may come from anywhere—from reading, from observations of operations in the factory, from chance remarks of customers—relayed by field salesmen—on what they'd like to have, and so on.

An important source of suggestions is field offices. The Trane Company owns and operates two factories in La Crosse and one, just put into operation to manufacture Convactor-Radiators, in Scranton, Pa. It also has a subsidiary, Trane Company of Canada, Ltd.

The company operates more than 75 sales offices in the United States, 13 in Canada, and 26 in foreign countries. Among the most distant are offices in New Zealand, South Africa, Argentine, Philippines, Palestine, Switzerland, and India.

Every member of the Sales Committee has one young assistant. He is in training to take over the department head's job if any exigency arises.

The idea that each executive should have an understudy aware of everything going on is one of the main principles laid down for the company by its president and chairman of the board, Reuben N. Trane, son of the original founder.

Each of these young assistants is kept fully informed on every problem that comes before the Sales Committee. He receives a carbon copy of every letter the committee member over him writes. He is expected to read them all and to understand the meaning, technical or saleswise, of each one.

Trane likes to capture its future department heads and sales office managers as cubs. During each school year, Trane management noses around among colleges and universities, trying to dig out potential Trane-men.

Chosen from among many are young men who evidence reasoning power, personality, ability to absorb knowledge, and, above all, those elusive qualities which indicate that the candidate may be able to combine salesmanship with technical knowledge and ability—a rare combination, by the way.

The chosen candidate may be from some famous or obscure school in Oregon, Florida, Massachusetts, or Arkansas. Two or three hundred may

be considered, from which up to 50 may be brought to La Crosse, expenses paid, for final interviews. From these, 20 or 30 may be given employment—that is, may be put into Trane training.

Grow to Executive Rank

When the training period is over, three or four or a half dozen may be placed in the general offices to grow and mature as executives. Don C. Minard, the company's executive vice-president, came up through the ranks in this way. A half or more of the others may go to district or field offices to become sales engineers. Those who survive the training, the rigorous applications required of them, and The Trane Company's insistence on absolute thoroughness become, indeed, top men in the industry.

In addition to regular meetings during the year, the Sales Committee is the nucleus of the annual Trane Company "work meetings" for its sales office managers and their staffs. (Other companies might call such meetings "annual conventions." The term Trane applies to them is significant of the company's policies.)

At these meetings, various department heads, most of them members of the Sales Committee, lay before the sales office managers and their men the policies and ideas, relating to new

products, sales and programs, developed during the year. Here, plans are all introduced for final application, generally speaking, through the sales offices.

Preparation by the speakers for these work meetings is typical. Each speaker is required to rehearse his talk a minimum of eight times, with all other committee members and speakers as critics. Usually stage settings are employed to enhance each talk—displays, rack cards, etc. Stage hands set up and tear down each set several times. The resultant co-ordination, and the effect on the listeners, is worthy of the attention of Hollywood producers.

In summary, the Trane Sales Committee is a projection of the policies and methods of a company that takes its responsibilities, to contractors, engineers, architects, owners, builders and the industry of which it is part, with the utmost seriousness.

Thoroughness is the keynote, all along the line, from original idea or product, through factory to field.

"It is sometimes said," observes Sales Manager Hancock, "that we do things the hard way. We have found that it is one sure way to get things done with some prospect of coming fairly close to the goals you set up. Dull—some might say? We often find our work very exciting!"

TRANE SALES COMMITTEE: Since 1940, Trane has increased sales almost seven fold. The sales committee seeks to keep Trane as nimble in its sales-manufacturing thinking as in its smaller days. Members (from l-r) are: R. E. Lee, mgr. unit heaters; L. A. Trumble, adv. mgr.; R. G. Lubinsky, mgr., fans & coils; C. L. Ringquist, mgr., climate changer; Thomas Hancock, general sales manager; R. S. Knowles, mgr. jobber sales; F. O. Russell, mgr., steam heating specialties; H. C. Rooks, mgr., cooling coils; E. A. Cline mgr., radiators.





GUY GILLETTE

THE ARROW COLLAR MAN . . . might easily be Cluett, Peabody's brand new president, Barry T. Leithead. One look at his neat buttoned-down shirt, his lush regimental stripe tie, and you'd know he had clothes on the brain. But even the sartorially impeccable Mr. L. wouldn't have known, back in the days when he played football for Northwestern, that he'd one day be president of the firm that made his best shirt. (He got it at a discount by working after-hours for a haberdashery store.) Barry Leithead came up through sales. . . . He began with Cluett, Peabody as a floor salesman in the Chicago sales office nearly 20 years ago, got himself a territory within the span of a year. Only a 22-month-stint on the War Production Board interrupted his company time. When he returned to the fold in '43 they made him general sales manager of the Arrow organization and in January '46 he became vice-president in charge of sales. He's a hearty extrovert, baffles people with his bottomless well of energy, has a terrific sense of humor, and would rather ride a horse than wear an Arrow shirt. Well, almost.

THE NEW LOOK AT COLLIER'S . . . got there via Oscar Dystel (rhymes with pistol), who's a new face around Crowell-Collier. Several months ago the management hired in Dystel as *Collier's* new managing editor, gave him a free hand and began peering interestedly around corners to see what he was up to. The "what" deserved a couple of furtive peeks. *Collier's* now has a new package: lively action shots on the cover to go with the slogan, "*Collier's* for action." Inside, the art work has a new fresh look aimed at simplicity. To attract better fiction, Dystel has announced a \$1,000 award each week for the Star Story. The number of articles on men's wear will be doubled, and no less a personage than Tobé is conducting the magazine's seminars on what the well-dressed gals will hang on their backs. To back all this Dystel is firing a broadside of promotional material at advertisers.



SEATS FOR SALE . . . 780,101 seats, per flying mile . . . and it's Sidney A. Stewart's job, as the new president of Chicago and Southern Air Lines, Inc., to sell 'em. Precious few days roll past when he doesn't. He knows what keeps propellers turning: During the war he was vice-president of United Aircraft with the job of producing 500,000 Hamilton Standard propellers—enough to equip all combat and transport aircraft used by the Armed Forces. Despite the fact that he's had nearly 20 years in some phase of aviation, he began his business career—fresh from Princeton—as a bond salesman. That career died a natural death in 1929, but not because of any Depression. He'd always had his eyes on the sky and wangled a place with Standard Steel Propeller. Several times each month he fastens his safety belt and takes a tour over the Dixieliner system, beards the passengers into talking about service, gets them to air their thinking on flying. Makes a healthy air line, says he.



They're in the News

By Harry Woodward, Jr.

PUSH-CART FANCIER . . . Don Parsons got interested in super markets a dozen years ago when he was merchandising head of *McCall's* where he dreamed up the magazine's Meal Planner Service. He began to look on the big self-service centers as a sort of 20th Century Moses leading the housewives out of a sea of budget red ink. In the meantime, he went to Federal Advertising as merchandising and research director and member of the executive committee. But super markets still played a part in his thinking, and a great part in his work. The other day he announced he was leaving Federal to become executive director of Super Market Institute—an announcement which, incidentally, surprised no friend who's heard Don sound off on the glories of chain stores. S. M. Institute is an amalgamation of 350 concerns, boasts 4,500 members. The Institute provides an information service to help operators; everything from personnel relations to how to set up a self-service meat department. Savings, says Don, go back to the housewife.



The Pay Off for Bauer & Black In Related Item Selling

Based on an interview by Lester B. Colby with **E. H. BROWN**
General Sales Manager, Bauer & Black

It ups dealers' sales of long profit items and has given the mass display a firm foot-hold in the modern drug store. Druggists' investments in larger and finer display fixtures provide them with incentive to carry the complete line.

Departmentalization of drug stores was started about 1935. Prior to that time most drug stores had a prescription department and a tobacco department—and nothing more. Of course, there was the inevitable soda fountain. While this was a separate department it had no relation to drug sales. As for the stores' general stocks, new items were added, but new goods mostly went on shelves or into showcases. There was very little thought of segregation as to types and uses. On the whole, inventories of all kinds of drug store items increased.

"Bauer & Black had for a long time been watching the trend toward departmentalizing similar and kindred items in the larger general stores and in the five-and-dimes," recalls E. H. Brown, general sales manager, Bauer & Black, Chicago. "We observed and checked carefully the effect departments had on sales. We decided that if our surgical dressings, and other closely related items, could be massed instead of scattered through drug store stocks they would sell more readily and in larger quantities.

Crude Wire Stands

"In 1937 we brought out a wire floor stand. By present-day standards it was rather crude but, remember, we were pioneering. Our salesmen, though they had no precedents to point to and no sales figures to offer as evidence of their value, did manage to get them into hundreds of stores. It took about three years to thoroughly convince drug store operators in general of the value of this set-up but since 1940 we have been going to town."

Bauer & Black's 1948 story is a far different one. Instead of giving away a cheap wire rack that can get

out-of-shape and lop sided, the company sells sturdy and handsome sections made of fine woods, usually birch or maple, the work of skilled designers and the best cabinet makers. Thousands of stores have paid up to \$85 each to get them.

Salesmen who spread the idea carry leaflets and letters, books filled with testimonials, to prove that the sale of Bauer & Black items have jumped as much as 300% after such installations.

"In general, our men use just one sales point," says Mr. Brown. "It is proof of increased sales and profits. What more do they need to say?"

The first "department" Bauer & Black offered to drug stores had to do with surgical dressings alone. It didn't take long, however, for the sales department to begin to think of elastic goods. These consisted of such items as abdominal belts, supporters, elastic stockings, anklets, knee caps,



etc. Having no ready-made display racks, the company at first helped stores to build windows and, inside, comparable displays for packages. The plan proved surprisingly profitable for retailers and the company.

This program, however, had barely gotten under headway when along came World War II. The products of both of the above groups went sharply into short supply. The supply of Blue Jay foot items stood up during the war. The company built up foot departments that caught on very well. There was a lot of walking and standing on feet all through the war. So the company did not lose time altogether during the war.

As soon as the war ended, mindful of the short period of pre-war experi-



EARLY DISPLAY: Even within the display itself the departmentalization idea is carried out. New displays eliminate top shelf.

PROVED PROFIT MAKER: This counter display (left) carried a heavy sales load during World War II when floor set-ups were unavailable. It's sold on a "deal" basis.



DRUGGISTS BUY THIS DISPLAY: This postwar first aid and hospital supplies department is made of maple or birch by fine cabinet makers. Because they're profit producers, druggists buy them, and carry the full Bauer & Black line for full sales effect.

ence, Bauer & Black began to develop one of its favorite babies—the new surgical and first aid departments. Unexpected difficulties arose. The main problem was getting back into volume production. This poser held up the program for a year or more but the time was not entirely lost. The National Association of Retail Druggists and *The Saturday Evening Post* were making a drug store survey in 1945 and they came up with valuable market statistics. The company made excellent use of them.

These outside sources reported that the average yearly sale per square foot of display space in a drug store was \$55 gross and that the profit was \$18. Bauer & Black promptly came out with supportable figures to show that a properly established and well maintained first aid department, un-

der their plan, would average in gross sales \$284 per square foot with a gross profit of \$114. They produced records of specific accounts to convince store owners and managers on the facts they presented.

Last year, elastic goods were free again and the company went to the stores with specially designed elastic goods floor stands to which had been added fluorescent lighting. Too, their salesmen had been armed with a sales tool. This was the result of further sales research. Store operators were told that surveys indicated that the average drug store sale was only 54c but that the average sale in a B. & B. elastic supplies department was \$1.75. And, they added, in these departments the turn-over was reasonably fast—as “see these supporting figures.” The company is a firm believer in showing profit possibilities.

Problems, however, bobbed up all along the way. Finer displays were wanted and the cabinet makers, due to business expansion everywhere and house, store and factory construction, were up to their ears in work. Construction of the departments, with the emphasis always on the best of work, was split up among such manufacturers as the Columbus Show Case Co., Columbus, O.; the Reliance Cabinet Co., Chicago; and the C. D. Baird Co., Milwaukee. A counter display with a plastic base for foot department display is made by Harve Ferri & Co., Chicago.

Larger and more expensive display stands are all sold outright to stores but such stores must have heavy traffic. To stock one of these properly calls for an investment of approximately \$250 to \$300 in products. Counter displays, considerably less expensive, go free with a program. Probably 50% of all stores in the country large enough to do the right kind of job have the surgical dressing displays which were first available about two and a half years ago. The elastic department unit has only been in production about six months and is not yet so widely distributed. But the company anticipates wide acceptance for this display.

Production has been a problem since the beginning and salesmen have taken orders faster than they could be filled. Even up to now there has always been a problem of making deliveries. Installations have continued on a priority basis.

Management has found that there is a psychological factor in the situation that has a sound effect on sales. A salesman, wherever there is a department in his territory, watches it carefully and services it continuously as he finds sales faster in such stores and feels he must keep on his toes. He also sees that the prices are right. Because such displays are the salesman's pet, he sells the store more carefully.

Much attention has been paid to design. Skilled designers were employed. The motive behind the design is not to advertise Bauer & Black as much as to sell merchandise. The basic idea is to show merchandise in an attractive way. The displays must be not too tall and not too fancy. Height is regulated so that the salesman behind it can see over its top.

One of the important factors behind such planning is that a store cannot go into the program with only a few pieces or an inadequate stock. Only a complete line will do a complete job. This gives B. & B. a head start in selling the line.

A Test of Leadership Ability

Do you ever think of yourself as potential presidential timber for a business? Or, if you already claim the Number One title, have you ever tried to rate your qualifications against other typical leaders? Take this test. Then see how you rate on ten of the more important psychological attributes of executives.

DR. JAMES F. BENDER • Director,
The National Institute for Human Relations

Psychologists have demonstrated* by controlled experiments that leadership depends upon a number of personality factors, many of which can be measured.

Some of these factors are subject to self-analysis. Here then, is a leadership test that you can give yourself or to others. The scores on page 73 should be consulted only after you complete the 10 parts of the test.

Part One

Directions: Below are 15 statements about yourself. Draw a circle around *yes* or *no*, the answer that describes you best. Answer all the statements as fast as you can. Don't stop to analyze them or your reactions.

- | | | |
|---|-----|----|
| 1. My feelings are hurt rather easily. | Yes | No |
| 2. I stick to my work for some time even when I'm tired. | Yes | No |
| 3. I like very much to listen when other people are talked about. | Yes | No |
| 4. My interview-technique is better than my letter-writing technique. | Yes | No |
| 5. I would say I do more day-dreaming than the average person. | Yes | No |
| 6. There are some people I would prefer not to get acquainted with. | Yes | No |
| 7. I like a great deal of praise. | Yes | No |
| 8. I like to take charge of things at a social affair. | Yes | No |
| 9. I go ahead and do things most of the time without thinking why I do them. | Yes | No |
| 10. I like to stand up before an audience and make a speech. | Yes | No |
| 11. I like to be a member of many clubs and activities. | Yes | No |
| 12. I always map out my work carefully before I begin it. | Yes | No |
| 13. I like to let someone else be the leader. | Yes | No |
| 14. I find it hard to criticize others because I'm afraid I'll hurt their feelings. | Yes | No |
| 15. I make friends with everyone. | Yes | No |

Part Two—A

Directions: Use the dotted lines on which to indicate your choices.

*See Leadership: What Makes It? SALES MANAGEMENT, August 15, 1948, p. 37.

1. "To educate" means:

-(a) to coach.
-(b) to lead forth.
-(c) to force into.

2. Suppose you wanted a number of your employees to volunteer to enroll in a free study course in law. Which title would be most attractive to them?

-(a) *Business Law*
-(b) *Law For The Layman*
-(c) *Legal Problems*

3. Which type of supervisor gets most results in the long run?

-(a) the paternal type
-(b) the democratic type
-(c) the tyrannical type

4. Readership of bulletin boards increases when they are hung nearest:

-(a) entrances.
-(b) exits.
-(c) rest rooms.

This Is the Profile

Of a Typical Leader



How Nearly Can You Match It?

Administer the accompanying leadership aptitude test to yourself. Then see page 73 for scoring instructions. When you have totaled your scores for each part of the test, plot them on the chart on the facing page and draw your own profile. Then you can study your own weaknesses and strengths as compared with the profile of a typical leader. The higher your scores on each factor, the better.

LEADERSHIP PROFILE

Name:

Firm:

Date:

Part One	Part Two	Part Three	Part Four	Part Five	Part Six	Part Seven	Part Eight	Part Nine	Part Ten
EXTROVERTIVE TENDENCY	TEACHING KNOW-HOW	DRIVE TOWARD EFFICIENCY	VERBAL INTELLIGENCE	BACKGROUND OF LEADERSHIP	DOMINANT TENDENCY	SENSE OF HUMOR	SPEECH HABITS	EMOTIONAL STABILITY	HUMAN RELATIONS
120	225	120	200	180	120	120	120	120	120
112	210	110	192	165	110	110	110	110	112
104	195	100	184	150	100	100	100	100	104
96	180	90	176	135	90	90	90	90	96
88	165	80	168	120	80	80	80	80	88
80	150	70	160	105	70	70	70	70	80
72	135	60	152	90	60	60	60	60	72
64	120	50	144	75	50	50	50	50	64
56	105	40	136	60	40	40	40	40	56
48	90	30	128	45	30	30	30	30	48
40	75	20	120	30	20	20	20	20	40
32	60	10	112	15	10	10	10	10	32
24	45	0	104	0	0	0	0	0	24
16	30	0	96	0	0	0	0	0	16
8	15	0	88	0	0	0	0	0	8
0	0	0	80	0	0	0	0	0	0

5. The book that helps executives most in simplifying the expression of their written directives is:

-(a) Richards' *Basic English and Its Uses*.
-(b) Aristotle's *Rhetoric*.
-(c) Flesch's *The Art of Plain Talk*.

6. The best method to encourage learning among small classes of employees is:

-(a) lecturing.
-(b) recitation.
-(c) oral reading.

7. Most frequent cause of failure in executive teaching is:

-(a) lack of careful preparation of the unit to be taught.
-(b) lack of interest on the part of the employees.
-(c) inadequate classroom facilities.

8. Check the two methods most often employed in instructing new employees about their jobs:

-(a) analogy
-(b) anecdote
-(c) definition
-(d) illustration
-(e) contrast
-(f) comparison
-(g) causation
-(h) parable

9. The most objective way to gain information about the morale of your staff is through:

-(a) discreet stool pigeons.
-(b) opinionnaire surveys.
-(c) suggestion boxes.

10. Which factor is most often found among firms of continuous record of good employee-management relations?

-(a) union contracts
-(b) time and half pay for overtime
-(c) uniform pay schedules

11. Most frequent complaint among employees is:

-(a) low salary scale.
-(b) inadequate vacation allowance.
-(c) discourteous supervision.

12. Teaching company policy and ideals is best attained through:

-(a) regular repetition.
-(b) entrance indoctrination.
-(c) sound films.

13. Employees are best motivated when they:

-(a) receive a message in each one of their pay envelopes from the president of the company.
-(b) see their names in an honorable-mention list in the house organ.
-(c) know in what specific ways their jobs contribute to the success of the company.

14. Commonest failure of house organs is that they:

-(a) are designed to impress clients and competitors rather than influence employees.
-(b) run too many photographs and pictures.
-(c) are poorly printed.

15. Employees prefer to receive messages from the president:

-(a) in written form.
-(b) in public assembly.
-(c) via broadcasts from the front office.

Part Two

Directions: If the statement is true, encircle T; if false, encircle F.

- T F 1. All stenographers are born equal in mental ability.
- T F 2. Most employees are impressed by regulations written in a technical vocabulary.
- T F 3. Workers can usually be taught to like things that they originally disliked.
- T F 4. In staff meetings the members should always agree with the boss.
- T F 5. An employee may have had much education, and yet have a low I.Q.
- T F 6. It is the prerogative of an executive to preach about deportment but not to practice what he preaches.
- T F 7. An office staff learns new methods better in an office decorated in red than green.
- T F 8. An executive should not reprimand members of his department until he sees their point of view.
- T F 9. A department tends to reflect the attitudes of its executive.
- T F 10. It is equally easy to teach safety habits to all personnel.
- T F 11. It is a good practice to send junior executives to training courses where they meet junior executives of other organizations.
- T F 12. Good behavior is a reliable index of high intelligence.
- T F 13. Tardiness is discouraged more effectively by rewards for being on time than by punishments for being late.
- T F 14. The best way to teach neatness is to create neat surroundings in which to work.
- T F 15. A well edited house organ does a better job of teaching the value of high morale than well conducted interviews held periodically.

Part Three

Directions: Below are 12 questions. Draw a circle around **yes** or **no**, whichever applies to you. Answer every question as fast as you can.

1. Have you had your voice recorded and played back to you? Yes No
2. Do you work according to a schedule, e.g., certain hours for interviewing, certain others for dictation, etc? Yes No
3. Have you had your silent reading measured for efficiency? Yes No
4. Is your ability to dictate letters good enough to suit you? Yes No
5. Do you long to be rid of heavy responsibility? Yes No
6. Is your capacity to get things done greater today than last year at this time? Yes No
7. Do you ordinarily have to repeat your spoken orders and directions in order to have them carried out? Yes No
8. Do you always have time to get a haircut? Yes No



Always Trying & Trying

We're speeding all our work and skill

To make your service better still.

We're planning, building, buying

And most of all we're trying.

"To Make Your Service Better Still"

In the past three years, we have extended and improved telephone service faster than ever before. We're trying to do even more.

Every month we're putting \$120,000,000 into new telephone facilities — completing new buildings all over the country — adding 250,000 new telephones in cities and on farms — changing 100,000 telephones to dial — adding 170,000 miles of Long Distance circuits.

So if you're waiting for a new telephone or you'd like individual service instead of a party line or there's something about telephone service you'd like to have made better, we want you to know that we are moving along at a fast clip.

Your needs are very real to all of us and we won't be satisfied until everybody, everywhere, has more and better service than ever before.

BELL TELEPHONE SYSTEM



9. Do you plan what you are going to say in an interview ahead of time? Yes No
10. Do you do a better-than-average job of public speaking? Yes No
11. Are you satisfied that your telephone technique is efficient? Yes No
12. Do your associates appear to be at ease and speak up when you preside over them at a conference? Yes No

Part Four

Directions: Below are 25 lines of five words each. Four of the words in each line are related in meaning. You are to cross out the one that is not related in meaning to the other four. Allow yourself no more than 6 minutes.

- | | | | | |
|------------------|--------------|--------------|--------------|--------------|
| 1. petty | microscopic | dwarfed | minute | gigantic |
| 2. infamous | intransigent | avaricious | humane | penurious |
| 3. destructive | noxious | baneful | deleterious | ameliorative |
| 4. incarcerate | manumit | immure | immew | confine |
| 5. dormant | tranquil | serene | nostalgic | placid |
| 6. elegiacal | rhapsodic | dolorous | lamentable | doleful |
| 7. amenity | comity | gaudy | urbanity | courtly |
| 8. clavier | clavicle | sternum | tibia | femur |
| 9. overt | opaque | patent | manifest | obvious |
| 10. pervious | permeable | penetrable | piscine | pervasive |
| 11. risibility | relevancy | pertinency | appositeness | patness |
| 12. depilate | obvious | epilate | tonsure | glabrous |
| 13. ascetic | dour | aesthetic | abstinent | austere |
| 14. cacophonous | mellifluous | inharmonious | discordant | dissonant |
| 15. pharynx | carboy | demijohn | flagon | cruet |
| 16. proclivity | dais | penchant | proneness | bias |
| 17. trite | hackneyed | cephalic | rococo | effete |
| 18. necromancy | manito | mystagogy | obitism | fecundity |
| 19. aspersion | noxious | mephitic | pestilential | noisome |
| 20. saffron | gamboge | cerise | henna | stigma |
| 21. truculent | irascible | potent | manic | choleric |
| 22. anthropology | psychology | sociology | geology | ethnology |
| 23. giraffe | sphinx | aardvark | flamingo | shoat |
| 24. mediocre | median | modal | mundane | medium |
| 25. meteorology | cirrus | cumulus | welkin | nadir |

Part Five

Directions: Put a check beside the phrase which best completes each of the following statements.

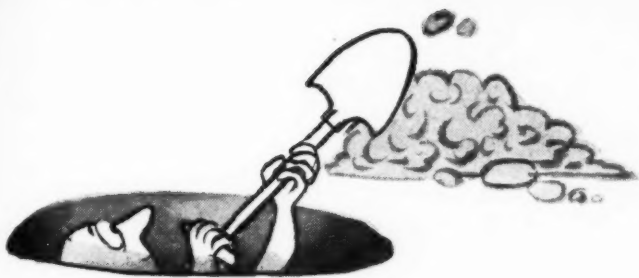
1. When I was about 10 years old, I
- (a)had many friends.
- (b)was devoted to one or two friends.
- (c)preferred to play alone.
2. In elementary school I
- (a)was a member of several clubs or organizations.
- (b)was a member of one club.
- (c)never belonged to any club.
3. In high school I
- (a)was on the debating team or in a play.
- (b)played on one or more of the varsity athletic teams.
- (c)didn't participate in any extra-class activities.

4. My formal education ended in
- (a)post-graduate training in a university.
- (b)college.
- (c)high school.
5. As a child it seemed to me that other children
- (a)never picked on me.
- (b)picked on me about the same as they did on others.
- (c)were always picking on me.
6. I
- (a)never quarrel with people.
- (b)quarrel occasionally with people.
- (c)quarrel a great deal with people.
7. In school
- (a)none of my teachers were hard to get along with.
- (b)several of my teachers were hard to get along with.
- (c)many of my teachers were hard to get along with.
8. I find my friendships
- (a)are easily made with both sexes.
- (b)are easily made only with members of my own sex.
- (c)are never close with either sex.
9. I
- (a)never find it hard to keep the friends I want.
- (b)seldom find it hard to keep the friends I want.
- (c)always find it hard to keep the friends I want.
10. As regards exercise, I prefer
- (a)games in which groups compete.
- (b)games in which two or three compete.
- (c)games played alone.
11. In high school or college, I was
- (a)an officer, e.g., president of my class.
- (b)a member of an organization but not an officer in it.
- (c)neither an officer nor a member of any organization.
12. Whatever popularity I had as a youngster was due to
- (a)my ability to suggest satisfactory compromises when factions disagreed.
- (b)my willingness to follow the majority.
- (c)my sticking to what I believed was right.

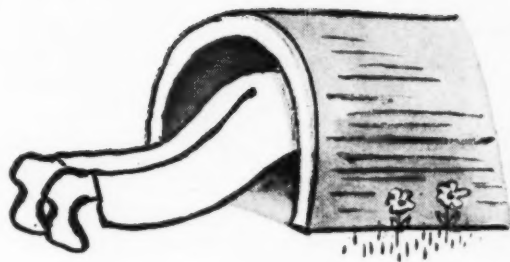
Part Six

Directions: Below are 12 questions. Draw a circle around **yes** or **no**, the answer that applies to you. Do them as fast as you can.

1. Do you ever cross the street to avoid meeting somebody? Yes No
2. Do you become discouraged when the opinions of others differ from your own? Yes No
3. Do you try to get your way even if you have to fight for it? Yes No
4. Do you ever try to argue or bluff your way past a guard or doorman? Yes No
5. Do you ever question a public speaker? Yes No



By digging a little deeper...



by probing a little further...



by scouting a little wider...



by worrying a little longer...



by thinking a little harder...

... it's usually possible
to produce advertising that
moves more merchandise
per dollar invested.

YOUNG & RUBICAM, INC.

Advertising • New York Chicago Detroit Hollywood
San Francisco Montreal Toronto Mexico City London

6. Have you ever taken the initiative to organize a club, team, or other group? **Yes No**
7. When you take guests out to dinner do you suggest they order your favorite dishes? **Yes No**
8. Do you find it easy to get rid of a salesman or solicitor? **Yes No**
9. Do you get secret enjoyment from putting domineering people in their place? **Yes No**
10. Would you confront a person who spread untrue rumors about you? **Yes No**
11. Are you the first usually to start a conversation with a stranger in a smoking car or railroad diner? **Yes No**
12. Do you look at others straight in the eyes without forcing yourself to do so? **Yes No**

Part Seven

Directions: Read each "problem" carefully, then supply the answer as indicated.

1. You are standing in a crowded bus when a stranger calls your attention to a price tag you neglected to remove from a new suit you are wearing. You are embarrassed, so you: (check one)

-(a) look angrily at the fellow who started the whole thing.
-(b) get off the bus at the next stop and regain your composure.
-(c) take off the tag and join in the grins and laughter.

2. People make me laugh usually because: (check one)

-(a) of their gestures.
-(b) of the way they say things.
-(c) of their facial expressions.

3. Put a check mark before the funniest of these three anecdotes:

-(a) A very little girl was asked if she knew how to make toast. "Oh, yes," she said, "first you slice the bread. Then you put it in the toaster. Then you watch it till it smokes. Then you take it out. Then you take it to the sink and scrape it. Then it's ready to eat."
-(b) A gentleman was in the habit of taking a black, liquid medicine. One day his servant gave him a spoonful of ink by mistake. Upon discovering his error, he expressed a thousand pardons. "Oh, never mind," exclaimed his master, "just serve me some blotting paper for supper."
-(c) A woman watched a man fall down a flight of stairs. When he reached bottom, she said to him, "Did you fall down those stairs?"



ALCOA... PUTS A FINGER

ON ANY SHIPMENT, ANY MINUTE

...VIA

**CAPITAL
AIRFREIGHT**

Because the departure time, in-transit time, and arrival time of all shipments are known and dependable factors, Aluminum Company of America, Pittsburgh, Penna., uses CAPITAL AIRFREIGHT for a wide range of famous Alcoa products . . .

In addition, CAPITAL AIRFREIGHT'S fast Overnight Delivery Service cuts expensive warehousing costs; helps Alcoa customers merchandise more profitable by stocking and turning smaller inventories quicker!

(* Registered Trade-Mark — Aluminum Company of America.)

There are ways Capital Airfreight service can help your business to more profitable operation, too. Investigate! Call your local Capital Representative for details—or write:

**Capital
AIRLINES**

National Airport, Washington 1, D. C.

DAILY SERVICE TO 70 IMPORTANT CENTERS OF COMMERCE AND INDUSTRY

Home is the Holloways' single-track interest!

Whether they're building a house or a barbecue, whipping up drapes for the dining room or a cake for dinner, home is the hub of the Holloways' world. Home is where they have their fun. And home is where their money goes, too.

Naturally, new home ideas make the Holloways' favorite reading. That's why, month after month, they look forward to American Home. For its editors give their complete attention to a single subject . . . home-making. So the 2,600,000 readers they attract are all *homemakers*—as whole-hearted as the Holloways!

And American Home families don't stop with reading—they *act*. With the highest incomes of any mass-magazine readers, they have more money to spend on home improvements. That makes them real prospects for every kind of home product—foods and furniture, drugs, household equipment, floor coverings and building materials.

No wonder Starch ratings of American Home advertisers top the list . . . and why our advertisers report lowest cost for booklet and coupon returns. Ask us to show you the figures.



Read and re-read by the Holloways and 2,600,000
other families with a consuming interest in their homes



Strike a happy medium!



PROBLEM:

How to advertise an American product in the Philippines.

Can U.S. advertisements be used? How about native dialects? If so, how many? Who'll handle translations? Is circulation guaranteed? Can the provincial, rural areas be covered? How can this rich market with unrestricted trade be blanketed?

SOLUTION:

Don't ask a crystal gazer, soothsayer or prognosticator.

STRIKE A HAPPY MEDIUM! The Ramon Roces Group of Publica-

tions. Each one covers particular dialect sectors, particular trading areas —does a specific job. Together they provide islandwide coverage with a guaranteed readership of over 2,000,000. Issue one space contract, supply U. S. English language mats or cuts. Your advertising will appear in all leading dialects. Write for further information.

**The leading PM Daily Newspaper
Eight Dialect Weekly Magazines
The Outstanding English Language Magazine**

**One schedule, complete coverage
Communicate with:**

RAMON ROCES PUBLICATIONS
MANILA • PHILIPPINES

New York Office:
Albert Capotosto
270 Park Ave., N. Y. 17, N. Y.
Tel: Murray Hill 8-4777

Publishers of THE EVENING NEWS • LIWAYWAY • KISLAP • ALIWAN • DAIGDIG
PILIPINO KOMIKS • BANNAWAG • BISAYA-HILIGAYNON • THE WOMAN'S HOME JOURNAL

4. After eating a sizable meal in a restaurant you have visited for the first time, you discover that you have either lost or misplaced your money. Put a check mark before the best thing to do:

-(a) Explain your predicament, and ask the manager to trust you.
-(b) Offer him your watch or other valuable as security.
-(c) Offer to wash dishes to pay for the meal.

5. One of your associates "rides" you about coming to work late on a Monday morning. Put a check mark before the best thing to do:

-(a) Smile and agree with him.
-(b) "Ride" him about something he has done.
-(c) Tell him to go to hell.

6. Which of the following statements is the wittiest?

-(a) Everybody complains about the weather, but nobody does anything about it.
-(b) In summer, *isolate* should be pronounced "ice-o-late," but in winter, "iss-o-late."
-(c) They say, "It's hot as hell," and they say, "It's cold as hell."

7. You promised your wife (or sweetheart) that you will be on time for her birthday dinner, but late in the afternoon your boss insists you stay to get out an urgent order or report. Put a check mark before the best thing to do:

-(a) Telephone her an apology and get there as soon as you can.
-(b) Do the work under protest.
-(c) Threaten to quit if it ever happens again, or quit.

8. A customer or client bawls you out because of a mistake. Check the best thing to do:

-(a) Apologize and explain how it happened.
-(b) Laugh at him to let him know he can't get you ruffled.
-(c) Answer him sarcastically to put him in his place and let him know that everybody makes mistakes, even himself.

9. Put a check mark before the item that would amuse you most:

-(a) A good-natured drunk.
-(b) An adult walking down the street talking to himself at a merry clip.
-(c) A dog running down the street with a tin can tied to its tail.

10. Put a check mark before the item that is the most laughable:

-(a) The dirty goat went up the lane To show herself to Mary Jane.
-(b) Here I stand all ragged and dirty Kiss me quick and I'll run like a turkey.
-(c) Oh, you old pal Kelly Go wash your feet.



Want to do something about the high cost of selling?

Maybe your Production Manager has the clue

If you think *sales* costs have mounted, just look at what the poor Production Manager has been up against with the rising costs of labor and materials.

How's *he* going to get costs down?

You know the answer. *Chiefly by improved mechanization*: by making it possible for each high-priced pair of hands in his plant to produce more.

The Sales Manager has the same sort of opportunity to reduce sales costs

The Sales Manager can apply the mechanization principle to producing orders. He can make it possible for each salesman, each jobber or dealer or distributor, to produce more.

How? By making the printed word do *more* of the *telling* in selling so the salesman can use more of *his* costly time for *closing*.

Direct mail, publication advertising, catalogs, handbooks, films, radio—all means of transmitting sales information to prospects and customers—are the Sales Manager's tools.

Even small gains in the better use of those tools bring great improvement in the efficiency of sales production and sometimes open up wide areas for cutting unit sales cost.

You take one step at a time; one product at a time; in one market at a time; like this:

1. Review *all* the specifying and buying influences, including those who are hard for your salesmen to reach. (Do you *know* them all?)
2. Find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your customers and prospects. (Do you know—for *sure*—*what* they think and *why* they think it?)
3. Determine *what to say, to whom, and how often*, to improve those viewpoints and to reduce the prejudices and confusions that obstruct low-cost selling.
4. Select the *tools* to use for saying what needs to be said (booklets, magazines, direct mail, or any other mechanical means of transmitting ideas or information).

That's how to get the kind of advertising that helps cut sales costs

"'Ditch-Digging' Advertising," we call it. First it digs out what your prospects want to know before they'll buy; then it rolls up its sleeves and digs for sales.

You might get an idea or two of how you can mechanize your operation for lower unit sales costs from a little 20-page booklet we've put together called, "'Ditch-Digging' Advertising That Sells by Helping People Buy." (Reg. U. S. Pat. Off.) We'll be glad to send a copy to any sales executive interested in cutting unit sales costs.



THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • Lexington 2-1790



"'DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"

NEW VIDEO STATION CALLS ON TOPFLIGHT

When Station WBEN of Buffalo, N. Y. added TV to their call letters, they used Topflight Tape to help build a television audience. With the advent of telecasting in Buffalo, there were two main groups of audience attention. One was the taverns, clubs, etc. where receiving sets were installed for the entertainment of patrons. The other was the retail outlets.

Hit both

Joseph A. Haeffner, promotion manager of WBEN and WBEN-TV used Topflight self-adhesive cellophane strips to do the job. Placed in outlets such as The Music House where Mr. Haeffner is shown placing his promotion tape, sales of receiving sets are stimulated. Frank N. Perkinson, manager of this leading Buffalo store is impressed.

Similarly Topflight strips are placed where sets are located for public entertainment.

TOPFLIGHT TAPE COMPANY

ERWIN HUBER, President

YORK

PENNA.



ONE OF THE MANY TOPFLIGHT ADVERTISEMENTS APPEARING IN THE NATIONAL TRADE PRESS

11. You want to play a trick on a "smart alec" truck driver, so you: (Put a check mark before the one you would do, if you had to choose one of these):

-(a) Take off his rear license plate and put it on his seat.
-(b) Let the air out of all four tires.
-(c) Disconnect the ignition wires.

12. Put a check mark before the statement that most nearly fits you:

-(a) I smile more than I laugh or frown.
-(b) I laugh more than I smile or frown.
-(c) I frown more than I laugh or smile.

Part Eight

Directions: Below are 12 questions about yourself. Answer them as quickly as you can by encircling yes or no.

- | | |
|---|--------|
| 1. Do I speak so rapidly that many people have to ask me to repeat? | Yes No |
| 2. Do I have a tendency to monopolize the conversation? | Yes No |
| 3. During a discussion do I introduce many topics unrelated to the subject under discussion? | Yes No |
| 4. Do I have the habit of asking others to repeat even when I understood them the first time? | Yes No |
| 5. Do I get a secret pleasure out of using big words when simple words serve as well? | Yes No |

- | | |
|--|--------|
| 6. Do I speak in a dialect very much different from that of the educated people of my community? | Yes No |
| 7. Do I become panicky when invited to address a meeting or convention? | Yes No |
| 8. Do I become husky after talking a good deal? | Yes No |
| 9. Have I ever been complimented on having a pleasant voice? | Yes No |
| 10. In an interview, do I feel I lose dominance as soon as I stop talking? | Yes No |
| 11. Do I have the "uh" or "er" habit? | Yes No |
| 12. Do I feel frustrated because I can't express my thoughts as I feel I should? | Yes No |

Part Nine

Directions: Below are 12 questions about yourself. Answer them as fast as you can—without analyzing them or your reactions to them—by encircling yes or no.

- | | |
|---|--------|
| 1. Would you describe yourself as a rather nervous person? | Yes No |
| 2. Do ideas keep going through your mind so you find it hard to fall asleep at night? | Yes No |
| 3. Do you get the blues oftener than you feel you should? | Yes No |
| 4. Do you worry rather a long time over defeats or humiliating experiences? | Yes No |
| 5. Do you get stage fright? | Yes No |
| 6. Do you ever feel lonely when in a group? | Yes No |

7. Are you easily moved to tears? **Yes No**
8. Do you often find that you can't come to a decision until the time for action has gone? **Yes No**
9. Do you worry about the door or window being unlocked when you know you locked it? **Yes No**
10. Do you believe childhood is the happiest time of life? **Yes No**
11. Are you troubled with the idea that people on the street are watching you? **Yes No**
12. Do you ever have temper tantrums? **Yes No**

Part Ten

Directions: Read each one of the questions and quickly encircle **yes** or **no**. Don't stop to analyze the questions or your reactions.

1. Is there someone I would like to "get even with" because he has treated me unfairly? **Yes No**
2. Do I adhere to the issue in an argument without resorting to sarcasm or denunciation? **Yes No**
3. Do I believe that those who make amends for their mistakes should be given another chance? **Yes No**
4. Am I in the habit of giving a soft answer to an excitable question or harsh remark? **Yes No**

5. Are my office manners exemplary? **Yes No**
6. Am I now actively associated with at least one welfare organization? **Yes No**
7. Is my reputation established for helping to spread feelings of security among those who work under my direction? **Yes No**
8. Do I budget my income so as to donate a portion of it to charitable causes? **Yes No**
9. Am I optimistic about man's ability to improve himself? **Yes No**
10. Am I popular by virtue of making others feel better for being in my company? **Yes No**
11. Do I treat my underlings as graciously as I do my superiors? **Yes No**
12. Have I learned to accept defeat without bitterness? **Yes No**
13. Is my vocational goal marked by the desire to give more than I receive? **Yes No**
14. Am I hesitant to say kind words to those who merit or need them? **Yes No**
15. Do my hopes exceed—both in number and intensity—my regrets? **Yes No**

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PERFECTLY TYPICAL

People act just like people in "Test Town, U.S.A." It's perfectly typical of the nation. That's why the U. S. Government chooses it for important tests and studies... why public opinion pollsters and advertisers make surveys here. The people who live in this market, buy in this market. One newspaper — and *only* one — guides them. Write for free market data book, "Test Town, U.S.A."

**The
South Bend
Tribune**



STORY, BROOKS & FINLEY, INC., NATIONAL REPRESENTATIVES

Socony's Trade Committees . . . What They Are . . . How They Operate

Based on an interview by Edith Kinney with **W. L. FAUST**,
vice-president & director in charge of foreign trade, Socony-Vacuum Oil Co., Inc.

They're key parts of Socony-Vacuum's postwar export organization. Management by committee, with world markets broken into seven regions, has replaced the single executive in each country. Native managers have more authority.

To declare that World War II has wreaked havoc with foreign marketing plans would be gross understatement.

To be more exact, the unique problems which have mushroomed as an aftermath of the war demand a completely new, global approach to overseas markets.

To untangle the complexities of these post-war "monkey wrenches," Socony-Vacuum Oil Co., Inc., has entirely reorganized the management and operation of its Foreign Trade Department.

Socony-Vacuum markets its products to every country outside the United States except Russia and the Far East*. The company markets essentially all of its products in the

Mediterranean and Northwest African areas, and concentrates predominantly on lubricating oils in Western Europe.

Before the war, it was Socony-Vacuum's general policy to send an American representative abroad to head its subsidiary or affiliate organization in each country. This man was responsible for his territory. It was his job to survey and report on the political, economic, social aspects of his area. His suggestions on most of these matters were usually accepted, and he was responsible to top management in Socony's United States headquarters.

World War II has made this type of management policy obsolete. One executive can no longer cope with the

multi-faceted factors of the modern international scene.

According to W. L. Faust, vice-president and director in charge of Socony-Vacuum's Foreign Trade, three major post-war problems have forced a turn-about in management thinking:

In the first place, the degree of devastation in Europe is so final that whole factories have been ruined, and refineries and bulk plants demolished. Rehabilitation and rebuilding overseas cannot be a "Jack Robinson" affair.

Secondly, World War II has resulted in a weakness of foreign currency. After World War I, industry was surer of the "dollar" overseas. Now, the Foreign Trade Department must follow up local markets closely from the investors' point of view—to watch the rise and fall of values, the degree of inflation.

Thirdly, the trend toward nationalization or socialization of foreign countries is a "beware" sign to American business seeking to build up these foreign markets. A company must know more about each country's inner politics and trends. Socony itself needs a special man in its Foreign Trade Department whose major assignment it is to cover "political atmosphere."

Naturally, these problems have predicated fundamental changes in two basic policies of Socony-Vacuum's foreign trade activity:

1. The Foreign Trade Department has now been reorganized into line and staff operating groups—with a Foreign Trade Committee, the line group, approving and carrying out the plans of the forward-thinking staff committee of top executives. (The chart on page 59 crystallizes this flow of staff and operating procedure.)

2. As an outgrowth of favorable experiences with natives during the war, Socony-Vacuum now favors, and has sponsored, the appointment in



*The Far East here includes Hawaii, the Philippines, China, Japan, Australia, New Zealand, India, and the East Coast of Africa—the territory covered by Standard-Vacuum, operated jointly by Socony-Vacuum Oil Co., Inc. and Standard Oil Co. (New Jersey).



WHEN PITTSBURGH NEWSPAPER
READERS ADVERTISE . . .

THEY USE THE PRESS

Your Pittsburgh prospects read Pittsburgh newspapers. When they turn space-buyer, which paper do they use?

You'll find the answer in the records of classified advertising volume. Most classified advertisers live in the same community with the newspapers in which they advertise. They know each paper's standing in the community. They know, through their own and their friends' first-hand experience, each paper's ability to produce results.

In Pittsburgh, practically all classified advertisers use The Press.

During the first eight months of 1948, The Pittsburgh Press carried 65% of all classified ads, amounting to 56% of all classified lineage, appearing in all three Pittsburgh newspapers.

Year after year, Pittsburgh classified advertisers place

NUMBER OF CLASSIFIED ADS IN PITTSBURGH NEWSPAPERS

8 months—January through August, 1948

THE PITTSBURGH PRESS	Percent of total
(daily and Sunday).....652,667	65%
Second paper (daily and Sunday) . . 196,899	20%
Third paper (daily only).....154,566	15%

more—many more classified ads in The Press than in the other two newspapers combined. Let their judgment guide you to best results when you place advertising in Pittsburgh.

Your Press Representative is loaded with information about the golden Pittsburgh market. Ask him for whatever data you need. Every Scripps-Howard Representative is a Press Representative.

Represented by the General Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



The Pittsburgh Press

No. 1 for MARKET FACTS, too!

key executive jobs of nationals in their own countries. These nationals proved to be valuable to Socony-Vacuum during the thick of the fighting. They even hid company records and books from the aggressors before they went out to fight. Mr. Faust points out that, thanks largely to the amazing loyalty and good morale of their foreign personnel, Socony-Vacuum was able to pick up its foreign marketing activities after the dislocation of war days.

Socony's foreign trade staff group is completely different from that of its domestic marketing operation. In the domestic setup, staff men serve a functional purpose, with current problems uppermost in their thinking. In the foreign trade setup, however, the staff group is charged with forward analysis, study, planning and programming from market research. It furnishes advice and guidance both in preparation of programs and policies for approval of the Foreign Trade Committee and in aiding this line group to perform its functions.

Such planning, as illustrated on the organization chart on page 59, demands study by specialists and a thorough co-ordination of the knowledge of all factors involved in the many markets with which it deals.

Mr. R. S. Homet serves as gen-

eral manager of the foreign trade operation. On his staff planning board he has five top executives. One is the European representative of the company. He is a London resident and is in charge of Great Britain Government relations for the company. Another is in charge of all foreign government relations, excluding England. "Government relations" includes such elements as foreign agencies and embassies, banking, licenses, and concessions.

U. S. Relations

A third executive is responsible for United States Government relations—including departments, war claims, United Nations activities, international trade organizations, ECA, and all councils and boards concerned with United States interests in foreign trade.

The fourth member of the planning staff has charge of product supply and distribution—purchases, exchanges, supply and co-ordination, crude and bulk sales, and other activities relating to his assignment.

The fifth executive is the financial expert. His is the task of determining capital budgets, expense budgets, and analyzing costs.

The Foreign Trade Committee, which is the operating line of the de-

partment, is headed by Francis E. Powell, Jr., its chairman. The foreign markets have been divided into seven different marketing areas, each under the direction of a top company executive. These seven men work with Mr. Powell as members of the Committee.

In addition to this breakdown by territorial authority, the Foreign Trade Committee also depends on a group of special advisors. These include industrial relations, producing, manufacturing, financial, legal, economic and advertising advisors. There are also managers in charge of the various sales operations—marine, aviation, lubrication, petroleum and gasoline, etc.

The members of the Foreign Trade Committee have been relieved of as much paper work as possible, so that they can have more time to spend in the foreign field with the nationals in their respective sections.

For example, here's how the new setup works:

The Foreign Trade Committee member (actually a director of the company) guiding the marketing area which includes France, Holland, Belgium, Switzerland, and French North Africa, will be in the field a large part of the time—visiting the nationals in charge of the subsidiary

BOOT AND SHOE

RECORDER

"NATIONAL VOICE OF THE TRADE"

BLANKETING

A TWO AND ONE HALF BILLION DOLLAR MARKET

20,028 NET PAID CIRCULATION A. B. C. JUNE 30, 1948
79.69% RENEWAL PERCENTAGE OF SUBSCRIBERS
81.5 % RENEWAL PERCENTAGE OF ADVERTISERS

The greatest circulation in the Shoe Industry

More than twice as many advertisers as any other publication serving the Shoe Industry

The No. 1 Medium for shoes, leather and Allied Products

A. B. C.

BOOT AND SHOE

RECORDER

A. B. P.

100 EAST 42nd STREET

A CHILTON PUBLICATION

NEW YORK 17, N. Y.

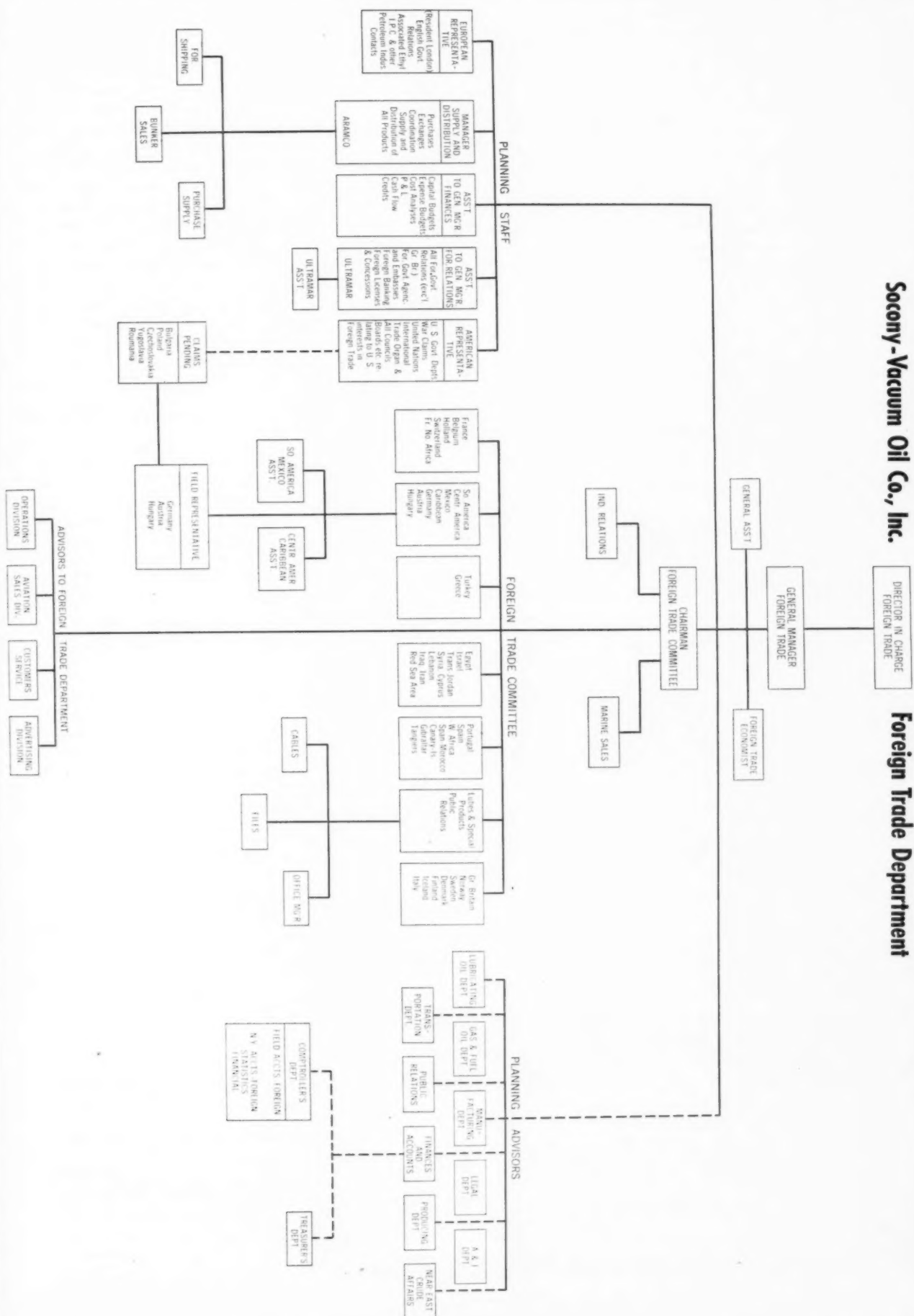
BOSTON • CHICAGO

• ST. LOUIS • PHILADELPHIA

• LOS ANGELES

Socony-Vacuum Oil Co., Inc.

Foreign Trade Department



or affiliate companies in those countries. All correspondence concerning his area goes direct to him wherever he is. (It is not even examined at New York City headquarters first, unless he is on the high seas.) He makes most decisions himself, whether it involves concurrence with suggestions from the French executive in charge of French marketing activities, or whether it is to offer his own solution to a problem presented by the man who heads the company in Belgium. He alone refers back to New York City for counsel—and then, only on broad policy matters. He may

include recommendations; the New York City members of the Committee may approve, or may suggest another policy to follow.

Usually the director Committee member respects the judgment of his local directors, who are on the spot at all times and are likely to have a better understanding of conditions.

If the committee member is ill, or should be unable to take care of his work, then the Chairman of the Foreign Trade Committee will carry on for him in an emergency.

On any matter of general policy decision, all members of the Foreign

Trade Committee—as well as those of the staff group—are given an opportunity to present their opinions, even when they are abroad. The Foreign Trade Committee meets at least once a week, and at any special time when occasions demand a meeting. Rarely is there a full meeting of the seven members in charge of the marketing areas. One or two are usually overseas supervising their territories.

The only places where natives are not directing Socony-Vacuum's offices are some of the countries in the Mediterranean and West Africa. Here the company has its own representatives. But since their jobs have been lightened by the work of the Foreign Trade Committee, they have more time to spend in their respective fields, learning the markets, the people, the customs, the opportunities.

Coordinating Meetings

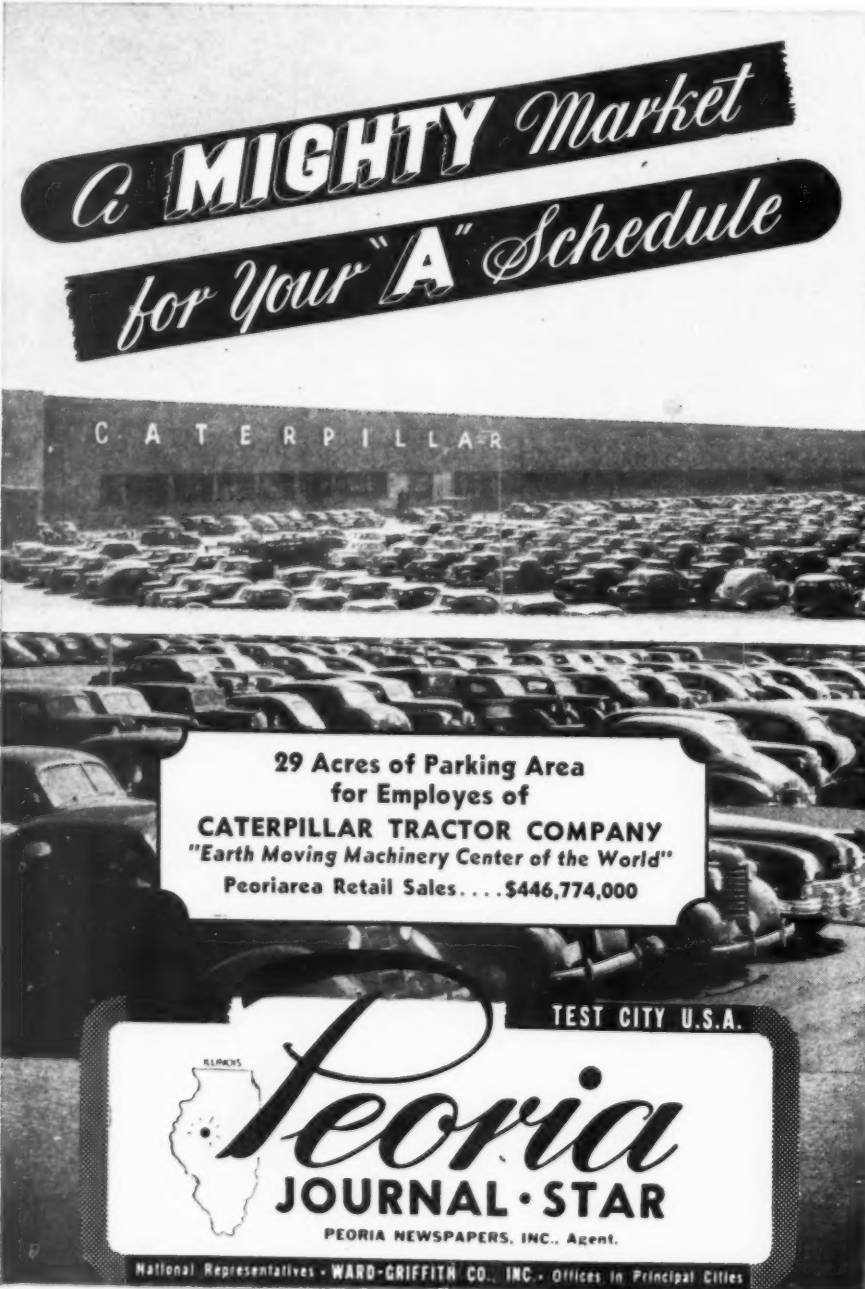
In order to facilitate smooth operation of its reorganized Foreign Trade Department, Socony-Vacuum calls an Executive Conference at least once or twice a year. At these meetings the New York planning staff sits with the top foreign executives to discuss the intimate problems of the company. There are planned lectures followed by a discussion period. In this manner, the New York staff group learns about the most pressing problems of the men who manage their foreign offices. And at the same time, the foreign executives absorb Socony-Vacuum's management point of view on current and future plans or problems.

Another tool for making the wheels of the department turn efficiently in its new setup, is the foreign trade training operation. First, any personnel working in any spot in Socony-Vacuum's foreign territory may take the company's product training course. This is given at the Training Center at 63 Park Row, New York City.

Second, through the company's Junior Executive Training Group, a very small group of young men are trained in every department of the business. During the four years they are exposed to the training course, they work for each member of the Foreign Trade Committee, thus learning about all of the Socony-Vacuum foreign divisions and marketing areas. Therefore, at the end of their training period, they can step into any vacancies created by retirement, death, etc.

This Junior Executive program is an expensive course—but, as Mr. Faust points out: "Socony-Vacuum believes it is a wise investment for smooth functioning of its entire Foreign Trade Department."

SALES MANAGEMENT



A MIGHTY Market
for Your "A" Schedule

CATERPILLAR

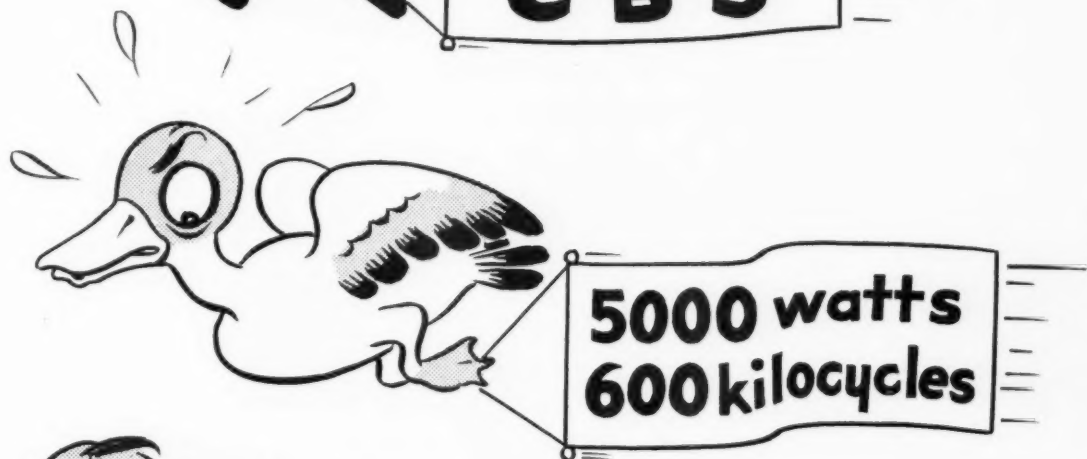
**29 Acres of Parking Area
for Employees of
CATERPILLAR TRACTOR COMPANY**
"Earth Moving Machinery Center of the World"
Peoria area Retail Sales... \$446,774,000

TEST CITY U.S.A.

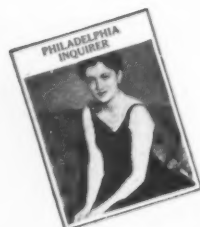
Peoria
JOURNAL • STAR

PEORIA NEWSPAPERS, INC., Agent.

National Representatives • WARD-GRIFFITH CO., INC. • Offices in Principal Cities



*Just ask your
Raymer representative



26 ways to get more readers-per-dollar for your advertising

As an advertiser, you want assurance of the greatest number of readers you can get—per dollar invested—in the publications you use.

And it's chiefly the editor's job to see that you get this—by selecting material that attracts the greatest number of readers to every page he edits.

This is expecting a lot of any one editor because readers differ in different sections of the country. What interests an Atlantan might leave a Milwaukeean absolutely cold. And even an editor with 26 heads would have difficulty knowing every section of this country intimately.

In Metropolitan Sunday Magazine Group advertisers are assured of top page interest because Metropolitan has 26 different editors with 26 different publications—each

of which is edited specifically for the particular section of the country in which it circulates.

Because of this set-up, the 26 Sunday Magazines of Metropolitan Group enjoy—according to all available studies—the highest average inside page readership of anything in print.

And as a direct result of this, advertisements, too, in Metropolitan Sunday Magazine Group consistently attain higher noting and reading.

No national magazine or Sunday supplement offers such an editorial or publishing set-up.

Have you heard the whole Metropolitan Sunday Magazine story lately?

Metropolitan Sunday Magazine Group



These are the 26
Sunday magazine
picture sections of
Metropolitan Group

ATLANTA *Journal*
BALTIMORE *Sun*
BOSTON *Globe*
and/or *Herald*
BUFFALO *Courier-Express*
CHICAGO *Tribune*
CINCINNATI *Enquirer*
CLEVELAND *Plain Dealer*
DES MOINES *Register*
DETROIT *News*
and/or *Free Press*
INDIANAPOLIS *Star*
LOS ANGELES *Times*
MILWAUKEE *Journal*
MINNEAPOLIS *Tribune*
NEW YORK *News*
PHILADELPHIA *Inquirer*
PITTSBURGH *Press*
PROVIDENCE *Journal*
ST. LOUIS *Globe-Democrat*
and/or *Post-Dispatch*
ST. PAUL *Pioneer Press*
SEATTLE *Times*
SPRINGFIELD *Republican*
SYRACUSE *Post-Standard*
WASHINGTON *Star*



Unlike other national media, Metropolitan Group is a national network of twenty-six (26) locally owned, locally edited, locally powerful Sunday magazines . . . printed in Gravure for 15,000,000 families.

Their local ownership, local viewpoint, local editing, local power, add up to the greatest local patronage and popularity accorded anything in print.

Metropolitan Sunday Magazine Group

220 East 42nd Street, New York 17, N. Y.

TRIBUNE TOWER
CHICAGO

NEW CENTER BUILDING
DETROIT

155 MONTGOMERY ST.
SAN FRANCISCO

448 SOUTH HILL STREET
LOS ANGELES



FTC Must Clarify Basing Point Ruling Senate Group Warned by N.F.S.E.

Alfred Schindler, former Under Secretary of Commerce and Chairman of the National Federation of Sales Executives, warned the Senate Trade Policies Committee last week that there will be widespread industrial relocation, overcrowding in some industrial centers, further aggravation of the housing shortage, unless Federal Trade Commission orders which are being widely interpreted as banning uniform delivered pricing are clarified by Congressional action.

In a statement filed with Senator Homer E. Capehart, Chairman of the Senate Committee, Mr. Schindler said that unless present orders are

one side and uniform delivered pricing on the other.

"Any law that cannot be understood until interpreted by an official body in individual cases is 'ex post facto' in effect," Mr. Schindler went on. "Ex post facto" law has always been abhorrent not only to our American sense of fair play but also to our Constitutional traditions and guarantees."

As Chairman of the Federation, Mr. Schindler then urged the Committee to draft legislation "setting out clearly and specifically, item-by-item, what courses of conduct with respect to pricing are legal and illegal." He noted that under the Administrative Procedure Act the Commission has the authority to do this by declaratory order but has failed to exercise it. He urged that such legislation also (1) provide equitable treatment so far as possible for all business interests and (2) allow an adequate period for readjustment to its terms.

The N.F.S.E. Chairman believes that a ban on uniform delivered pricing and on price concessions to meet equally low prices of local competition might:

(1) Foster monopoly in those areas where a single seller is situated close to several buyers and has the capacity to meet their needs.

(2) Force buyers to concentrate purchases.

(3) Favor multiple-plant operations to the detriment of those single-plant companies.

(4) Price out of the market small businesses far removed from principal customers.

(5) Freeze present distribution patterns and make impossible national distribution for small businessmen.

(6) Force retail dealers to drop some lines unless they can find nearby suppliers.

(7) Deprive many dealers of valuable good will which has accrued from featuring and stocking exclusively nationally-advertised trade-marked products which can no longer be competitively priced.

The members of the Trade Policies Committee of the Senate are anxious to get the viewpoint of practical businessmen on the perplexing basing point problem, and SALES MANAGEMENT subscribers who have positive feelings on the matter can express themselves by writing to Committee members: Chairman, Homer E. Capehart, (R., Ind.), Albert W. Hawkes, (R., N. J.), Owen Brewster, (R., Me.), Brien McMahon, (D., Conn.), and Edwin C. Johnson, (D. Colo.).



"The function of the FTC is to interpret anti-trust laws so business may know whether contemplated practices are legal or illegal."—Alfred Schindler.

clarified, many companies will be forced to move their plants closer to their suppliers or customers or risk being priced out of the market. Such relocation may convert major industrial centers into ghost towns, developing widespread and unnecessary changes in markets and marketing practices.

"The function of the Federal Trade Commission is to interpret the anti-trust laws so that business may know whether contemplated practices are legal or illegal," Mr. Schindler went on. "That purpose has not been fulfilled. The current rulings and procedure of the Commission have, on the contrary, created so many uncertainties that the sales manager can never be sure that the price he quotes is legal. He finds it well-nigh impossible to determine what constitutes illegal conduct and is bereft of a compass in steering the perilous course between price discrimination on the

In Chicago...



The Sun-Times MOVES THE GOODS

... at one of the lowest milline rates in America, it is your greatest advertising dollar's worth in Chicago. Our representatives will prove this statement with actual case histories showing you how The SUN-TIMES moves the goods for well-known advertisers ... at tremendous dollar savings.

CHICAGO
SUN TIMES
THE PICTURE NEWSPAPER



**The Sun-Times MOVES THE GOODS 24 Hours a Day with
an average net paid circulation of 672,848* Daily**

*Based on ABC Publishers Statement for period ending March 31, 1948.


SALES MANAGEMENT

MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

THE MARKET TO SHOOT AT

In 1947 there were 36,247,000 urban spending units—families and individuals, and they can be divided into 5 groups by gross income levels.



How Many Families to Equal one of \$7,250?

To equal the amount that one family with an income over \$7,250 spends annually for various items would require the following number of families in other income levels:

	SPENDING-UNIT GROUPS			
	\$7,250 EQUALS ONE SPENDING UNIT	\$4,250— \$7,250	\$2,500— \$4,250	\$1,450— \$2,500
FOOD	1.6	2.4	3.4	5.8
HOUSING AND HOUSEHOLD OPERATION	2.0	3.3	5.3	10.8
CLOTHING AND CARE	2.3	4.3	7.3	18.0
HOUSEHOLD EQUIPMENT	1.9	3.8	7.3	19.3
AUTO PURCHASE AND CARE	2.2	4.3	7.8	18.2

Source: Studies made by Joseph White and Associates for TIME Magazine, report 1005, 8/15/48.

Does your advertising do all three?

1.



Stop the reader with an *idea* . . .

2.



Induce him to read *through* your message . . .

3.



Leave him not only convinced, but *conditioned for a sale!*

PARTIAL LIST OF CONTENTS

When to go after inquiries, and when not to.

Long copy versus short.

How to advertise when you "have nothing to sell".

High readership versus the highly selective appeal.

Helping your readers solve a problem.

What your dealers want to know.

Four basic steps in creating "Copy that Clicks"—with readers.



Copywriters,
agency execs, ad-managers:

this book
is for you



THE ASSOCIATED BUSINESS PAPERS

An association of 137 independently owned and operated business papers. Membership is confined to business papers entered under second class postage and audited by the Audit Bureau of Circulations. Members of ABP subscribe to a code of high editorial, advertising and circulation standards, and pledge themselves to deliver publications worthy of the subscriber's money and the advertiser's investment.

THE ASSOCIATED BUSINESS PAPERS
205 East 42nd Street, New York 17, N. Y.

Please send me a free copy of "Copy that Clicks."

NAME _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____

34% MORE NATIONAL ADVERTISERS THAN IN 1936

In 1936 according to "Standard Advertising Register" there were 9,406 national advertisers. The 1948 edition of the same guide lists 12,586, or an increase of 34%.

This increased competition isn't confined to the companies in a single field. For example, there are 87 more national advertisers today in the shoe field than in 1936, but the competition is for the consumer's dollar, and shoes compete with smoking requisites, sporting goods, securities, seeds.

Here are the classifications, showing number of current advertisers and, in graph form, the ratio between 1948 and 1936, the latter being 100.

MORE THAN TWICE AS MANY ADVERTISERS

of Advertisers, 1948

Ratio: 1948 - 1936

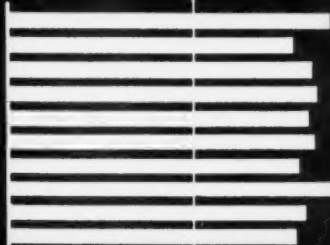
100

116	Airplanes and accessories	314
293	Jewelry, silverware, etc.	253
323	Fancy goods, notions, etc.	234
567	Miscellaneous	381
623	Machinery & Supplies	223
801	Women's Clothing & Furnishings	310



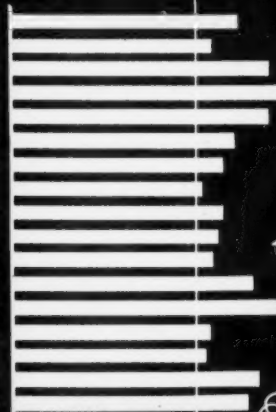
HALF AGAIN AS MANY ADVERTISERS

112	Musical Instruments	172
115	Sweets	151
146	Household Appliances	162
188	Surety & Insurance	164
201	Knit Goods & Underwear	160
228	Cleansers	162
240	Shoes	156
338	Hardware	177
495	House Furnishings	159
740	Food Products	153



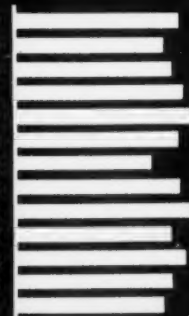
MODERATE INCREASES IN THESE FIELDS

82	Automobiles, Trucks, Trailers	121
113	Gasoline & Lubricants	107
132	Smokers' Requisites	139
151	Lighting	145
157	Paints, Varnishes, Enamels	138
159	Radio Apparatus	120
194	Livestock, Poultry & Supplies	112
223	Farm Equipment	101
239	Heating	112
253	Furniture, Floor Coverings	110
293	Men's Clothing & Furnishings	107
320	Office Equipment	129
323	Sporting Goods	142
367	Hotels, Resorts, Real Estate	105
502	Toilet Requisites	103
519	Publishers & Engravers	130
569	Building, Construction & Materials	126



FEWER ADVERTISERS HERE

32	Tires & Tubes	89
39	Mail Order Houses	80
64	Coffee & Tea	86
69	Flours & Cereals	91
73	Watercraft, Bicycles, Motorcycles	99
78	Games & Toys	88
134	Schools & Colleges	72
145	Banks & Investments	88
209	Travel & Transportation	95
239	Seeds, Plants, Fertilizers	83
346	Automobile Accessories	92
442	Beer, Liquor, Wines	84
594	Proprietary Medicines	81

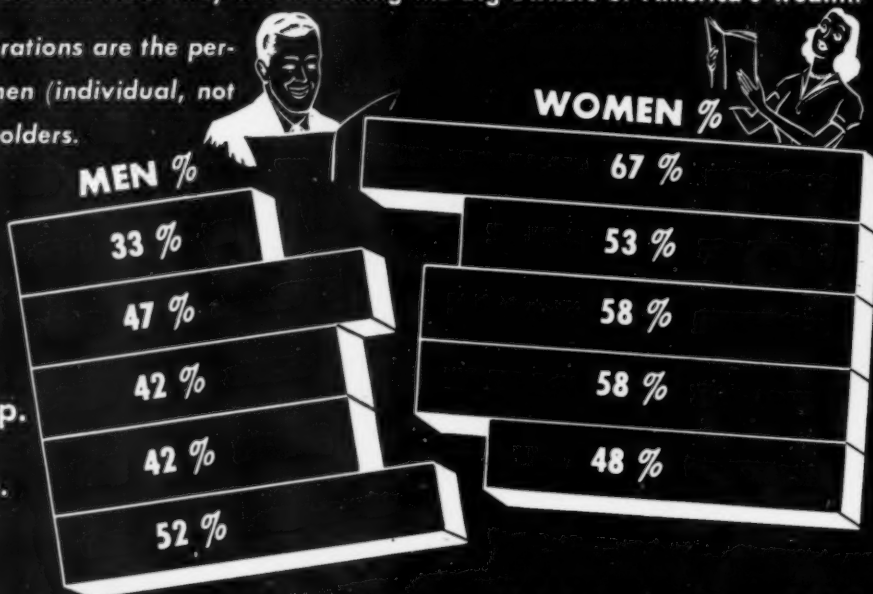


DOES YOUR ANNUAL REPORT *Interest Women?*

It is becoming increasingly important to prepare stockholder reports that will interest women and be understood by them. More and more they are becoming the big owners of America's wealth.

Here for a few large corporations are the percentages of men and women (individual, not including corporate) stockholders.

American T & T
U. S. Steel Corp.
General Motors Corp.
General Foods Corp.
Borden Company



In General Foods, for example, 32,000 women own 1,420,000 shares, and 23,000 men own 1,379,000 shares.

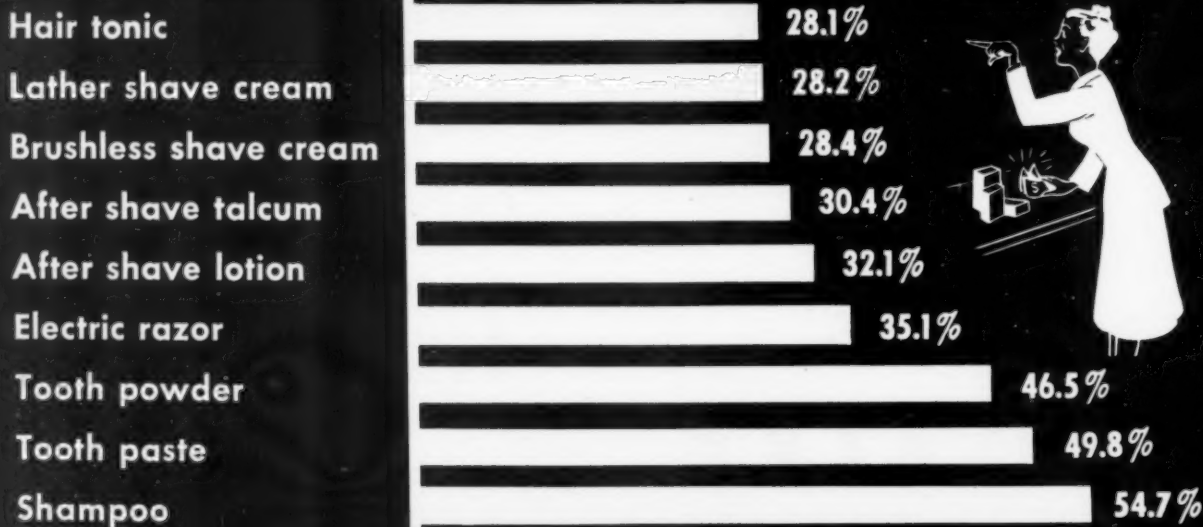
Source: "The Influence of Women on Buying," Marketing Division of Hearst Magazines, Inc.

WOMEN'S PURCHASES OF MEN'S TOILETRIES

The influence of women on purchases of men's items is well known, but to what extent do they do the actual buying?

The men in Macfadden's Wage Earner Forum were asked in regard to a number of personal masculine items, "Who in the family actually makes the purchase?" The extent to which the Better Half is the buyer ranges from 28% for hair tonic to nearly 55% for shampoos.

Men say that women buy their:



LOOK WHAT'S

MARKETFACTS NO. 21

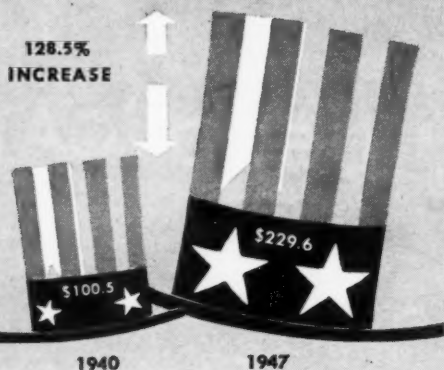
HAPPENED TO BUSINESS!

• It's bigger than ever. Since 1940, there has been a steady expansion of business and industry. Our population has increased substantially. Production is up. Income,

too. And personal savings are at an all-time high. New sales potentials are on all sides. Look at some of the typical examples of this dramatic expansion.

GROSS NATIONAL PRODUCT

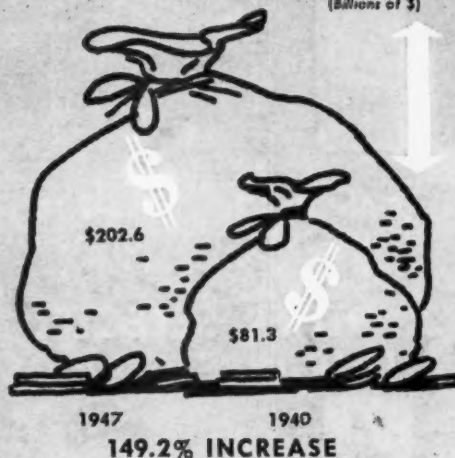
(Billions of \$)



Source: U. S. Dept. of Commerce
Bureau of Foreign & Domestic Commerce

NATIONAL INCOME

(Billions of \$)



Source: U. S. Dept. of Commerce
Bureau of Foreign & Domestic Commerce

POPULATION & FAMILIES

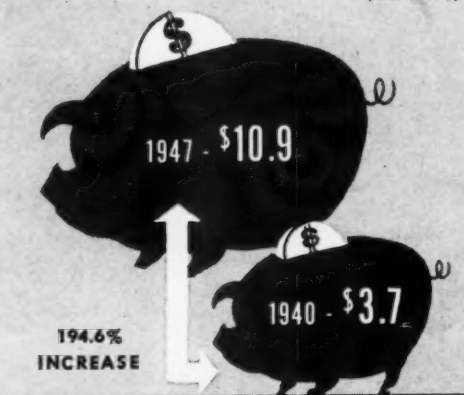
(Figures in Millions)



Source: Statistical Abstract
Bureau of the Census;
Bureau of Labor Statistics

PERSONAL SAVINGS

(Billions of \$)



Source: U. S. Dept. of Commerce
Bureau of Foreign & Domestic Commerce

McGraw-Hill Publishing Company, Inc.

330 West 42nd Street, New York 18, N. Y.

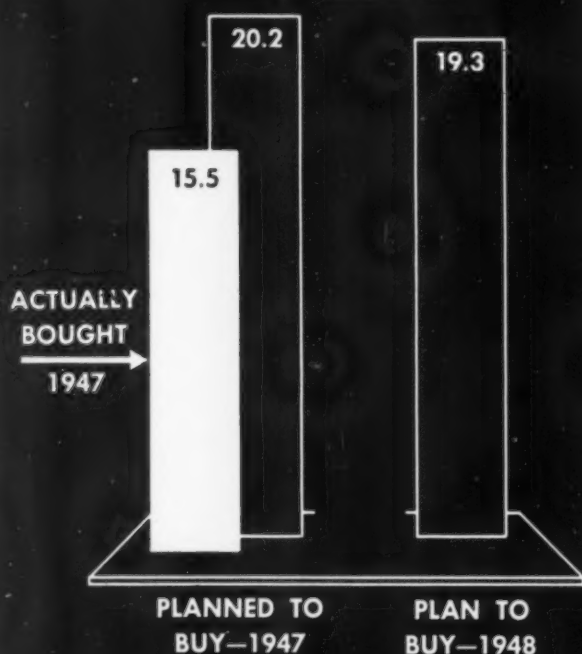


Some yardsticks of industrial expansion. One of a series.

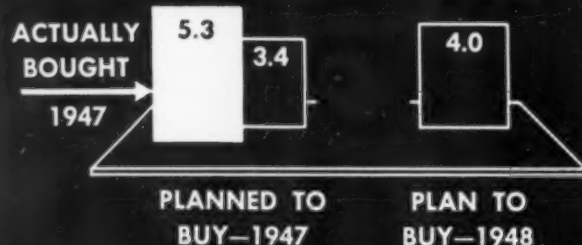
Advertisement

How Accurate are "PLAN TO BUY" Surveys?

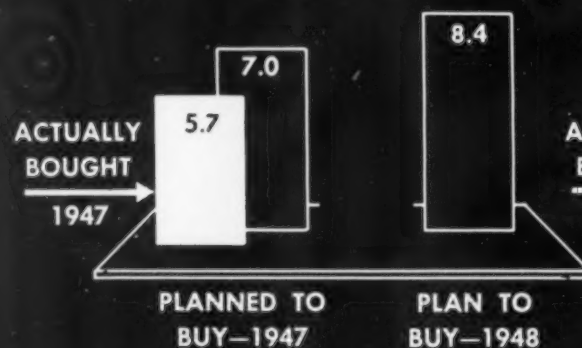
HOUSES



OTHER SELECTED DURABLE GOODS



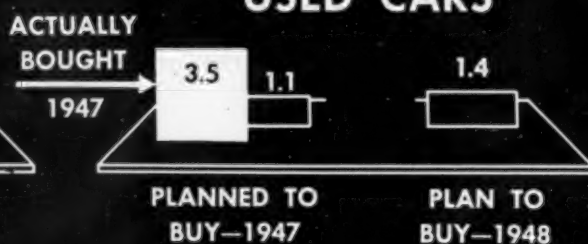
NEW CARS



USED CARS



USED CARS



The smaller than anticipated purchases of new cars and the greater than planned expenditures for used cars may be explained because of the continuing difficulty in acquiring new cars . . . "Other selected durable goods" include refrigerators, washing machines, radios, ranges—and on these items people spent half again as much last year as they had planned.

Source: 1948 Survey of Consumer Finances, Federal Reserve System.

Answers to Questions On Leadership

Turn to p. 44, score
yourself, before seeing
answers.

Scoring Directions

Part One: 1-no; 2-yes; 3-yes; 4-yes; 5-no; 6-no; 7-yes; 8-yes; 9-yes; 10-yes; 11-yes; 12-no; 13-no; 14-no; 15-yes.

Allow 8 points for each.

Part Two: A: 1-b; 2-b; 3-b; 4-c; 5-c; 6-b; 7-a; 8-c, d; 9-b; 10-c; 11-c; 12-a; 13-c; 14-a; 15-b.

Allow 10 points for each.

B: 1-F; 2-F; 3-T; 4-F; 5-T; 6-F; 7-F; 8-T; 9-T; 10-F; 11-T; 12-F; 13-T; 14-T; 15-F.

Allow 5 points for each.

Part Three: 1-yes; 2-yes; 3-yes; 4-yes; 5-no; 6-yes; 7-no; 8-yes; 9-yes; 10-yes; 11-yes; 12-yes.

Allow 10 points for each.

Part Four: 1-gigantic; 2-humane; 3-ameliorative; 4-manumit; 5-nostalgic; 6-rhapsodic; 7-gaudy; 8-clavier; 9-opaque; 10-piscine; 11-risibility; 12-obvious; 13-aesthetic; 14-mellifluous; 15-pharynx; 16-dais; 17-cephalic; 18-fecundity; 19-aspersion; 20-stigma; 21-potent; 22-geology; 23-sphinx; 24-mundane; 25-nadir.

Allow 8 points for each.

Part Five: Allow 15 points for (a) answers.

Allow 10 points for (b) answers.

Allow nothing for (c) answers.

Part Six: 1-no; 2-no; 3-no; 4-yes; 5-yes; 6-yes; 7-yes; 8-yes; 9-no; 10-yes; 11-yes; 12-yes.

Allow 10 points for each.

Part Seven: 1-c; 2-b; 3-a; 4-a; 5-a; 6-a; 7-a; 8-a; 9-a; 10-c; 11-a; 12-a.

Allow 10 points for each.

Part Eight: 1-no; 2-no; 3-no; 4-no; 5-no; 6-no; 7-no; 8-no; 9-yes; 10-no; 11-no; 12-no.

Allow 10 points for each.

Part Nine: All responses should be "no."

Allow 10 points for each.

Part Ten: 1-no; 2-yes; 3-yes; 4-yes; 5-yes; 6-yes; 7-yes; 8-yes; 9-yes; 10-yes; 11-yes; 12-yes; 13-yes; 14-no; 15-yes.

Allow 8 points for each.

The Troy, N. Y. Market

Has

29% *

MORE TO SPEND

Than The National Average

122,000 Consumers

(Within 3½-Mile Radius)

With

\$189,325,000 To Spend

Complete Coverage Through One Medium

* Sales Management

THE RECORD NEWSPAPERS

• THE TROY RECORD •

• THE TIMES RECORD •

TROY, N. Y.

51 writes dry with wet ink!

FOR EARLY GIFT
BUYERS ONLY



Choose your Christmas 51 now... and you'll breathe easier.

Just now—long before Christmas. Nearly half those seeking a watch too long and missed out. That's because Parker "51" is everywhere first choice—the world's most wanted pen, and because Parker's high precision standards naturally limit production. So choose your 51's early, while your dealer's stocks are complete in size, colors, and range of prices. You'll enjoy the lift that comes with solving your Christmas gift giving so easily and so satisfyingly. "51" pens, including the compact new design, \$12.50 and up. Matched pen and pencil sets, \$18.75 to \$80.00.

Parker "51" ... world's most wanted ^{gift} pen

Parker Pen Sets Sights on Gift Sales as HCL Nips Personal Buying

Based on an interview with **JAMES N. BLACK**
Vice-President and Sales Manager, The Parker Pen Co.

The high cost of living is causing many a buyer to put off purchases for self-use. But the same person is a willing buyer of gifts for Xmas and other occasions. So Parker is concentrating its advertising behind its promotion.

Executives of The Parker Pen Co., Janesville, Wisc., agreed several months ago that conditions throughout the world were so unusual, that market research in depth was vital. They did not want to walk unwisely into a future for which there were inadequate measures and gages. Two carefully planned surveys followed.

1. At home they wanted to know what effect high building costs, the

hunger for costly automobiles, the abnormally high cost of living, and other factors entering the picture, might have on the general purchase of Parker products.

2. Abroad there were many former market areas torn by war, and almost all normal foreign markets were closed because of the drought of dollar reserves and credits. Parker export sales executives wanted all the

available business facts they could find about each segment of the world market.

"All this work, taking much time and costing us a great deal of money, has resulted in some revised thinking about the merchandising pattern for the future," says James N. Black, vice-president and sales manager. "It has caused us to change distinctly our ideas of the future program we will follow."

In checking the fountain pen situation in the United States with a view to laying out the fall advertising and sales campaign, the Parker company employed the Benson & Benson organization to undertake an unbiased and exhaustive survey. Here are some of the facts unearthed:



Double-deck farm...

Hamilton Nelson, Nicollet County, Minn. farmer put a "second story" on his soil by scientific fertilizing... seeding grass and legumes with grain... and a ten year crop rotating program.

Fertilizing and rotation give his grains a good start, weeds are choked by thick alfalfa, don't have a chance... he can plant 2.5 to 3 bu of oats per acre against 1 bu to 1.5 formerly... four kernels of corn to the hill instead of three, with space between rows squeezed down.

Under Nelson's program, oats yield 80-105 bu per acre against 45-50 formerly; corn 75-95 bu vs 50-60; alfalfa 3.5-4 tons in 3 cuttings, compared with 2.5-3 tons in 2 cuttings. With good grass and nutritious hay, his cows take 20% less grain than in pre-fertilizing days, to produce just as much butterfat. Last year nineteen head gave 6,468 lbs of butterfat, nearly 190,000 lbs of milk. Nelson proves that keeping a good balance in the soil bank—makes it easy to accumulate a good bank balance!

Advertising executives alert to better markets... read "Double-deck Your Farm with Fertilizer," page 60, Oct. SUCCESSFUL FARMING...

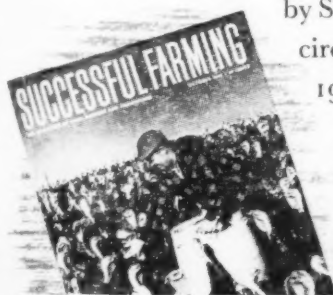
Most Missed Market... are the best U.S. farmers in the 15 Heart States... covered lightly by national magazines, but penetrated deeply

by SUCCESSFUL FARMING with more than 1,200,000

circulation among farmers with best soil, best methods, best incomes... average 1947 gross \$9,890 without gov't payments—\$4,000 above farm average.

Peak production and income, savings of the seven best years... make the SF audience today's best class market! No advertising is national without this market and medium! Data and details, any office...

SUCCESSFUL FARMING, Des Moines, New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco, Los Angeles.



OCTOBER 15, 1948



Frl. Fish Fry... Stocked with fish, a one acre farm pond annually yields 100-200 lbs of tasty pan fish... "Grow Fish for Food and Fun," page 34.



Ostrich Eggs from Chickens... DeKalb breeders of hybrid hens developed a line of oversized eggs... will have to shrink size by crossing!... "Conquest of the Hybrid Hen," page 33.

Four out of five persons in the United States own fountain pens, or 80%; four out of 10 own two or more; ownership is about evenly divided between men and women. Thirty-two per cent of all fountain pens owned are only one year old and one-third of them are matched with a pencil.

Fifty-seven per cent of all pens are received as gifts or prizes; about 73% of the gift pens were received as Christmas or birthday presents.

Jewelers do a big business in Parker pens and other gift sales. They reported that 73% of their gift sales

amounted to \$15 or less. The Parker sale unit averages \$17.

Parker Pen sales executives, out of this and other sales research material amassed, decided that the high cost of homes and cars and clothes and foods have materially affected, since the war, the volume of purchase of high quality pens for self-use. With other expenses high, both men and women practice self-denial. But when it comes to buying for others they loosen up more freely.

So it reasons out thus: If the average man or woman is stinting when it comes to buying a writing tool for



BUBBLE DISPLAY: It's the new plastic window and counter display for Parker's "51" pen and pencil set. It's glued to window.

self-use but will spend freely for a gift, the logical thing is to go after the gift market. With that in mind, the Parker company this fall is producing a gift line—mostly pen and pencil sets and desk sets—to retail from \$12.50 to \$80. These will hit the Christmas counters.

The Parker Pen Company's present advertising and sales program is aimed to sell prestige and pride of possession. Thirty-eight per cent of the company's business is now done through jewelers. In its dealings with jewelers it has learned about the evolution of the watch business.

Up to a few years ago most watches were sold to those who would use them. Buyers in those days purchased utilitarian watches, generally plain pieces which would run and keep time. Remember the dollar watch, now gone, except for children.

Advertising, promotion and good selling in the past few years have lifted the watch business out of the utility class to the gift class and the unit of sale has gone up in price in corresponding measure.

Parker's pre-Christmas advertising program this year will be a double-barreled attack. The first barrel is being fired in October and its purpose is to condition public thinking about Parker gift items for Christmas. The second barrel will be fired to push Parker in the Thanksgiving-to-Christmas period. Copy will urge "buy now." Thus the two sections of the program break down into: (a) Reminders that Christmas is on the way and that Parker gifts are not only logical but wanted; (b) Christmas is approaching so get that buying

MOVIE-MITE

The Outstanding
16mm Projector

For Light Weight . . . Compactness
Durability . . . Simplicity . . . Economy
Superior Performance



Write for complete details.
See your industrial film
producer for demonstration.

Price only **\$214⁵⁰**



"KEEP YOUR EYES AND EARS ON MOVIE-MITE"

MOVIE-MITE CORPORATION

©1945

1105 EAST 15th ST.

KANSAS CITY 6, MISSOURI



• Model 63LM •
For Sound or Silent Films

WEIGHS ONLY 26 LBS. COMPLETE WITH SPEAKER. Precision machined for strength and durability to give lasting service under the most trying conditions. Highest quality in every detail. Movie-Mite produces sharp, steady pictures with amazingly clear sound for both voice and music. Used in homes, churches, schools, offices for audiences up to 100 people.

Universal A.C. or D.C. 105-120 Volt operation. Push-pull miniature tube amplifier. Underwriters' Laboratories listed.

job done while there is still plenty of choice at the Parker outlets.

The Parker Pen Co. is investing a total of \$651,000 in this one program to advertise its "51" pen, its desk set line and its Superchrome ink between now and Christmas. Combined circulation of the publications used approximates 148,000,000. The advertising broke October 6 in *The Saturday Evening Post*. Insertions will follow in *Time*, *Life*, *Look*, *The New Yorker*, *Newsweek*, *Esquire*, *Collier's*, *Redbook*, *Fortune*, *This Week* and *The American Weekly*. Rotogravure and Sunday sections of newspapers will be employed in 15 leading major market dailies.

In addition to being assisted in the job of immediate merchandising by one of the most intensive three-months advertising campaigns ever known in the writing instrument field, dealers will also be supplied with a comprehensive promotion portfolio for the Christmas gift season. Entitled, "Repeat Performance by Popular Request," the dealer aid package will be similar in copy and art layout to that used in 1947. It features a variety of sales promotional material including four counter and window cards, dealer ads, radio spot announcements and a window streamer. Both the advertising programs and the portfolio will in turn be supported with descriptive advertising directed to dealers through trade magazines.

Foreign Markets

The future foreign program was threshed out at a meeting held recently in Janesville. Present were Norman Byford, vice-president in charge of international sales and general manager of the Parker Pen Co., Ltd., of London; J. D. Woodington, export manager, London; T. A. Gavin, export manager, Toronto, Canada; Frank Matthay, export manager, Janesville, and C. E. Boggs, assistant export manager, Janesville. At the close of the conference, Mr. Byford pointed to these facts about our export trade:

Difficulties which face any company planning for exports today are far more complex than before the last war. A large number of countries were starved during the war for all types of materials and manufactured goods but during this period they were able to build up substantial dollar credit balances mostly from their war profits.

When the war ended, nearly all these countries lavishly spent the dollars they had accumulated. They purchased all types of goods, luxury

Outsells All Others In Its Own Home Town

—can do the same for any product!

- Every day, six days a week, far more people buy The News-Sentinel in Fort Wayne than buy any other newspaper.

- Of the 39,500 families in Fort Wayne, more than 9 out of 10 read The News-Sentinel. In Fort Wayne it reaches 42% more homes than are reached by the morning paper.

- It consistently far outsells all competition on its own product and it can—and does—do the same for advertised products in the Fort Wayne market.

Write for new 1948 Market Map

Write for sample copies of News-Sentinel Merchandisers

THE NEWS-SENTINAL

FORT WAYNE, INDIANA

ALLEN - KLAPP CO.

• NEW YORK — CHICAGO — DETROIT

Be sure to look at
our advertisement in the
November 10 issue of
Sales Management

SALEM EVENING NEWS

SALEM, MASS.

or otherwise, whether necessary to their own economy or not. Since the United States was the only country capable of supplying the quantities these countries required, it resulted in an export boom for America.

These countries are now running out of dollars and their day of spending is over. They are now trying to adjust their economies and balance their books. Many other countries which were more directly and physically affected by the war have not recovered and are struggling economically to keep their heads above water. These countries have lost much of

their equipment, their labor force, have been unable to replace equipment in their factories, have war scars to heal by rebuilding, etc., have sacrificed much of their foreign holdings during the war period to carry them through and are without dollar balances even for the vital necessities of life which they have to import.

Before the last war, Europe exported its products throughout the world. Now European factories lie idle. Large numbers of them have been destroyed—especially in Germany. Raw materials are more difficult to obtain and labor has been de-

pleted. All this puts the burden of supply on the United States but although the world wants more and more American goods, they have not the dollars to pay for them. These are only one or two of the many problems which face any export department.

Mr. Black, vice-president and sales manager, comments that Parker pens, and especially the company's "51" model, are in a unique position today. Army and navy personnel and members of the air corps carried the "51" during the war to many points on the globe.

They could now be sold in almost limitless quantities . . . if only they could be made available. The dollar shortage everywhere abroad is the barrier. Some are being supplied to fill the gap from the company's British plant. These go to the "sterling area" countries which buy all pens available.

Mr. Black reports a humorous situation in India. A jobber there sent in voluntarily an unexpected order. He wanted at once 7,000 Parker "51" caps . . . but with *no pens*. Thinking that some shennanigans might be in the air, a representative in India was sent to investigate.

"I would sell the caps as marks of distinction," said the would-be buyer. "Marks of distinction," the puzzled Parker rep exclaimed.

"Yes," the Indian blandly replied. "The buyer would wear the cap in his pocket with the top and Parker arrow showing."

"But without a pen?"

"It would indicate that at one time the wearer *did* have enough money to own a Parker pen," the Oriental reasoned, "and that would be a mark of distinction."

1st in the nation

The Miami Market

in per capita Drug Sales*



Yes, *First* in per capita drug sales of any Metropolitan County in the U.S. . . . a soaring 152% better than the U.S. average in this important classification, and ahead in all others.

Figures once again prove what most advertisers have long known . . . Miami is a great year-round market. And one paper -- The Miami Herald -- covers it solidly, with 98.5% readership in Metropolitan Miami, and significant plus coverage throughout the length and breadth of Florida.

*Sales Mgt. Survey, 1948.

The Miami Herald

JOHN S. KNIGHT, Publisher
STORY, BROOKS & FINLEY, National Representatives
Affiliated Stations - WQAM, WQAM-FM, WQAM-FX



MIAMI -- An International Market!

E'S BAKERY INC.



SALES MANAGEMENT



SEATTLE TIMES SCORES

First

(THE SEATTLE TIMES—from Media Records, daily and Sunday, first 8 months 1948.)

FIRST	in total advertising by	2,838,890 LINES
FIRST	in retail advertising by	2,159,957 LINES
FIRST	in department store advertising by	610,059 LINES
FIRST	in classified advertising by	524,107 LINES
FIRST	in national advertising by	156,771 LINES
FIRST	in retail food advertising by	513,037 LINES
FIRST	in retail drug advertising by	82,896 LINES
* FIRST	in City Zone circulation by	41,367 COPIES
* FIRST	in City and Retail Trading Zone by	43,560 COPIES
* FIRST	in total circulation by	23,036 COPIES

* (Daily)—ABC March 31, 1948

**FIRST
IN RESULTS!**



"The Times alone will do the job in Seattle—

It reaches 8 out of 10 Seattle homes, so concentrate it all there. Use the 'A' schedule for impact and the 'B' schedule for follow through and frequency."



**THE
SEATTLE TIMES**

Represented by **O'MARA & ORMSBEE** New York • Detroit • Chicago • Los Angeles • San Francisco

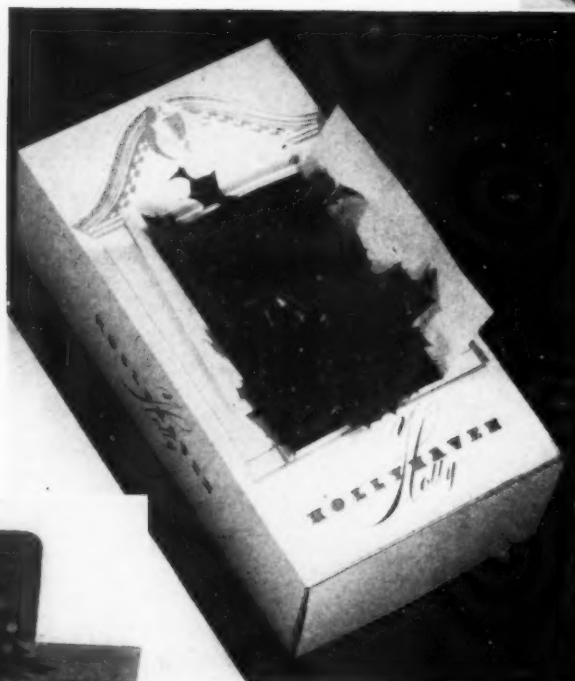


BY THE JUG-FULL — Glazed earthenware container of seven year old bourbon comes gift-packed in a colorful carton. It is a gift suggestion of Glenmore Distilleries Co. for season's greetings.

Packages with a Christmas Date Line



YULETIDE MATCHES—Scenes on the match books are from Charles Dickens "Christmas Carol." Diamond Match Co. has mail service for lists furnished by customers.

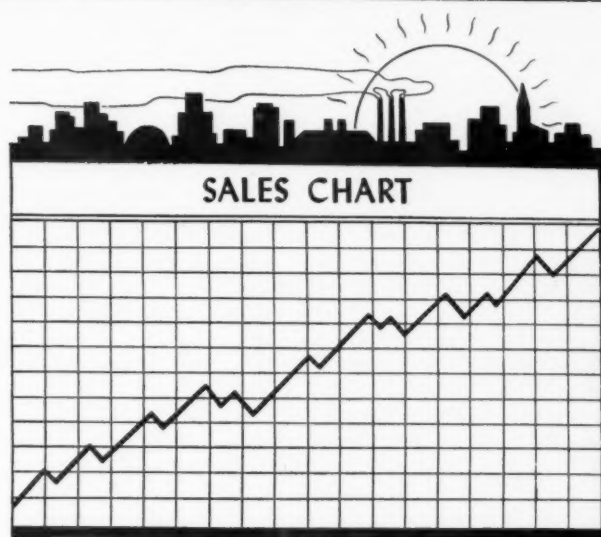


FRIENDSHIP BOX—It contains a generous assortment of selected Puget Sound holly. George Weber of Hollyhaven, Seattle, ships the greenery to metropolitan florists.



STRING O' LIGHTS—Fluorescent Christmas tree light bulbs in an array of colors are equipped with non-metallic "Plastic-Klips." Bulbs are supplied by Sylvania Electric Products Inc. to Miller Electric Co.

When The Sun
Goes DOWN
Their Sales
Go UP!



EVERY YEAR SALES AMOUNTING TO MILLIONS AND MILLIONS OF DOLLARS ORIGINATE IN THE HOMES OF CHICAGO'S MOST IMPORTANT MILLION—THE READER FRIENDS OF THE
CHICAGO DAILY NEWS

★ ★ ★

The buying power and responsiveness of the Daily News reader group have become accepted facts among advertisers experienced in selling the Chicago market.

Rightly—being unwilling to reject the teaching of experience—these advertisers rate the Daily News reader group as Chicago's most IMPORTANT million consumers of goods and services.

Rightly, too, they value the advantage of reaching such a great, concentrated source of spendable dollars through the medium of a single newspaper.

Rightly, they realize the sales productivity of the Daily News as a HOME newspaper—read leisurely in the HOME—read more enjoyably in the HOME—read more thoroughly in the HOME.

Rightly, they know the Daily News audience becomes alertly buying minded at night, as they shop the advertising columns of their favorite home newspaper.

Yes, sir, here's the way it is for Chicago Daily News advertisers:

WHEN THE SUN GOES DOWN

THEIR SALES GO UP!

CHICAGO DAILY NEWS

For 72 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

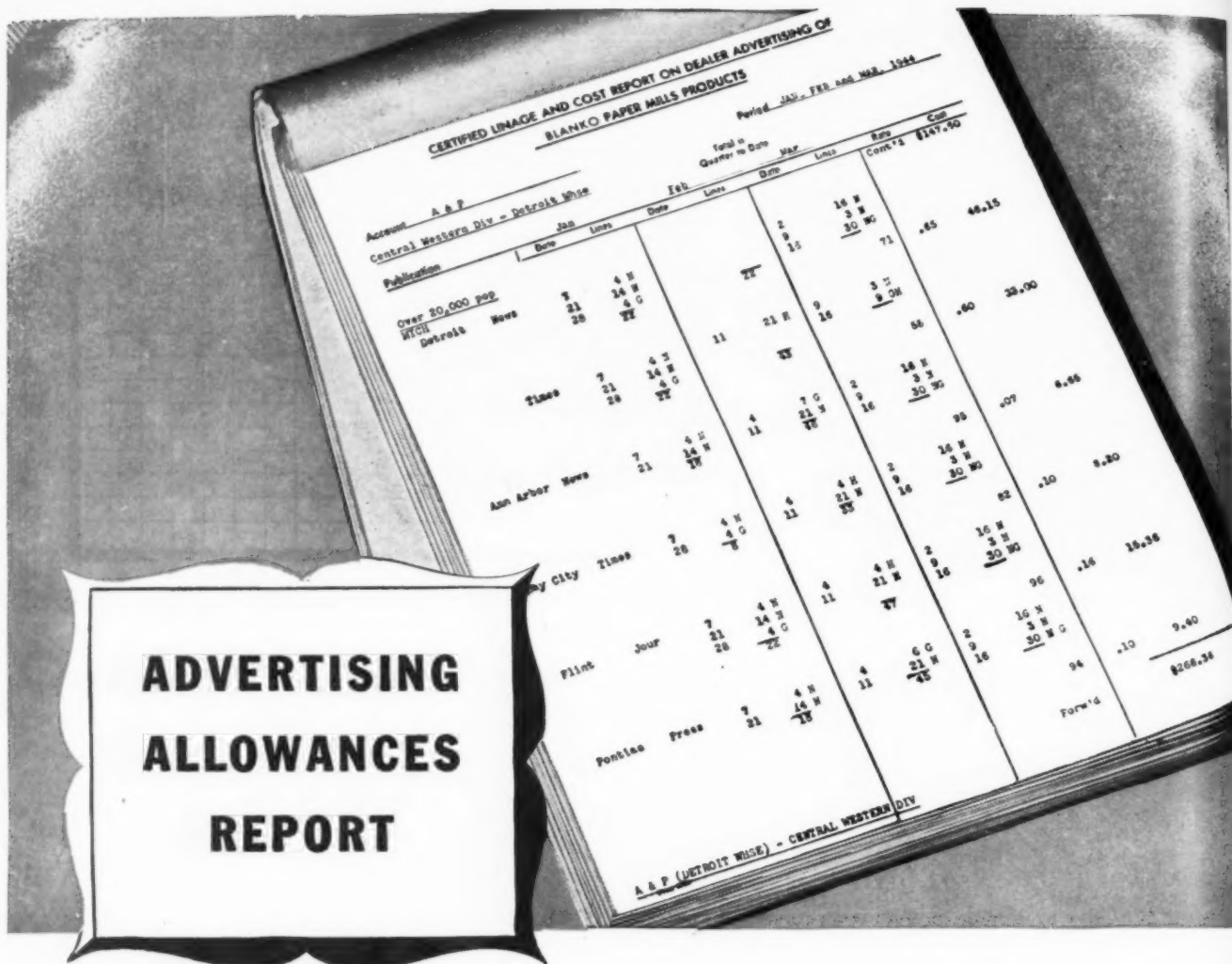
DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

NEW YORK OFFICE: 9 Rockefeller Plaza

LOS ANGELES OFFICE: Story, Brooks & Finley, Inc.
624 Guaranty Building

DETROIT OFFICE: Free Press Building

MIAMI OFFICE: Herald Building, Miami, Florida



ADVERTISING ALLOWANCES REPORT

Promotes harmony with dealers—many “chains” buy this ACB Service

Want to rid your organization of collecting, checking, measuring, and verifying your allowance advertising? Want all this detail handled *accurately, promptly, and responsibly* and sent you ready for payment? ACB supplies this in its Advertising Allowance Service.

The ACB Advertising Allowance Service saves bickering between advertisers and their retail accounts due to discrepancies in records. ACB holds all tear sheets involved until your payment has cleared between you and your cooperating advertiser, thus giving you proof of accuracy of your Allowance statements.

This Advertising Allowance Service is offered in either complete or limited coverage.

In both the food and drug field, chain stores, supermarkets, and independent dealers approve this method of paying advertising allowances, which has been designed to fully meet all requirements.

Many “chains” are among our subscribers who in turn use our service to furnish proof of performance on their cooperative advertising contracts.

SEND TODAY!

for a 20-page Catalog describing and illustrating the 12 helpful services which ACB will furnish to merchandisers. Gives details of cost, coverage, list of users, etc.



The
**ADVERTISING
CHECKING BUREAU
INC.**



PORTABILITY OF NEW VIEWER makes it possible for a salesman to show color pictures of his products, thus cutting down the number of samples he carries.

coming your way . . .

.....**table slide viewer** for 2 x 2-inch photographic transparencies has wide application in advertising, sales, promotion and general business fields. Although it occupies less than 10 x 12 inches of desk or table space, it incorporates a slide projector, automatic slide changer, and viewing screen. Called the Kodaslide Viewer, it will hold 75 cardboard slides or thirty glass slides. Glass and cardboard slides may be intermixed in use. Due to the power of its projection lamp, and a new type of rear projection screen, it can be used in a fully lighted room. The viewer is being introduced by Eastman Kodak Co., Rochester, N. Y.



SPLICER has single shearing action.

.....**film splicer** of improved design is being introduced to the market. Outstanding features of the new device are: single shearing ac-

tion, rapid repeated splicing operations, narrow pressure welded splice. The finish is bronze, crinkle-baked enamel. The splicer is a development of the Ampro Corp., 2835 N. Western Ave., Chicago, Ill.

.....**miracle-rite**, an innovation in the field of gift wrapping and decorating, is now ready for distribution. Squeezed from a tube held pencil-wise, the material forms raised letters or designs. It may be used to personalize gift packages and to decorate Christmas tree ornaments. It also may be applied to glassware, mirrors and cellophane. Miracle-Rite may be obtained in red, green, silver and gold. The manufacturer is Miracle Adhesives Corp., 214 East 53rd St., New York City.

.....**thermoplastic matting** for use in industries, office buildings, institutions and homes will soon be available. The new material, it is said, will wear and age better than any rubber matting now on the market, regardless of thickness. Furthermore it will lie flat and hug the floor, conforming to irregular surfaces and contours much better than rubber. It has exceptional abrasion resistance and will serve particularly well in applications where acids or oils are present. The thermoplastic matting is made by the B. F. Goodrich Co., Akron, Ohio.

TEST for

BEDROCK

Build your campaign on the solid foundation of tested consumer reaction. Test your advertising blueprints under dependable market conditions.

TEST IT IN ROANOKE An Ideal Test Market

- ★ The Roanoke area, insulated against outside selling pressures by natural geographical barriers, offers the stable market conditions requisite for controlled testing.
- ★ Roanoke newspapers dominate this market of more than 450,000 population with practically no competition from other newspapers.



Write for booklet "Test Markets — How to Identify Them" to Sawyer, Ferguson, Walker Co., 60 E. 42 St., New York 17, N.Y.

OR

ROANOKE

TIMES AND WORLD NEWS
ROANOKE VIRGINIA

SAWYER • FERGUSON • WALKER CO.
National Representatives

What Can Your Salesmen Gain From Continuous Sales Training?

BY SIDNEY CARTER*

Executive Director, Worsham Institute

This author sees a wide range of benefits, running from detailed knowledge of his product, through a deep appreciation of the fundamentals of expert sales techniques and broader understanding of what makes a prospect tick.

How well do salesmen handle themselves? Do they manage the sales with skill and judgment? Can they hold the buyer's interest throughout the various steps that lead to conviction and finally to acceptance of the proposition? Do they have the skill of trained artisans?

In order to have a complete perspective of the training job, it may be well to emphasize 25 of the things a salesman can gain from a continuous training program. The list is not necessarily complete but it is fairly comprehensive and revealing.

1. Thorough knowledge of the proposition. New information and sidelights on materials, methods, and uses. Information concerning the satisfaction values of the product and its resale possibilities.

2. A running review of the human side of selling and the human nature of buyers. Over a long period of time, salesmen need to be trained in the art of making contact with the buyer's mind and winning a favorable reception. If salesmen are to be trained to handle difficult buyers, somebody is going to have a sizable job. This matter cannot be disposed of in six easy lessons. Salesmanship is the art of dealing with people and people represent a various and complex element.

3. Training to instill the habit of planning and the spirit of enterprise. And what is the spirit of enterprise like? A newsboy approached a traveling salesman in the lobby of a hotel at Palacios, Texas, at 4:00 P. M. and offered to sell him a copy of *The Houston Post*. "Why, buddy," the salesman protested, "I read that paper at four o'clock this morning." Promptly at 4:00 A. M. the next morning, the newsboy entered the lobby with an armful of copies of *The Houston Chronicle* and said to the clerk, "Where's that

guy that gets up at four o'clock to read the paper?" That is enterprise. The illustration is not far-fetched. Salesmen are often called upon to do unusual things, to place themselves in a position where they are in line for the business.

4. Training to the point of understanding and emphasizing benefits to the buyer. Many salesmen who go out to sell are too self-centered. The customer does not exist for the benefit of the salesman. Principally, the customer is interested in three things:

What have you for me?
What will it do for me?
How much does it cost?

5. Training and constant reminders concerning the need for prospecting. Many salesmen who have been selling for years do not know how to prospect. In almost any field, when salesmen are not definitely instructed as to whom to contact and how much to sell to each customer, prospecting is important.

6. Training is required to make sure salesmen have enough assurance and not too much. Do your salesmen present their proposition in a negative way? Are they weak and hesitant and do they lack understanding of the underlying forces that cause buyers to buy? If so, they need training and more training. Are they so full of self-assurance that their manners are offensive? The manner of contacting customers and salesmen's behavior is important.

7. Salesmen must be taught how to make good impressions. Salesmen find it necessary to establish preference for themselves before they get the business. It is often not a matter of whether the buyer will buy but from whom he will buy. While native personality is a plus factor, it is not always possible to find a suffi-

cient number of men who have outstanding personalities. But personality can be developed—and that is *somebody's* job.

8. Respect for the buyer and a recognition of the buyer's importance must be "second nature." Salesmen may have to change their attitudes and make a manful effort to overcome their own human natures. When salesmen have ingrained respect for other people, for their rights, their personalities and their positions, they will get along better. This does not imply that salesmen must be servile. But when a salesman starts a prestige contest with a buyer, he is on dangerous ground.

9. Salesmen must be schooled in the arts of conversation. You can tell salesmen once which end of the cow the brisket is on and they will always know. But you can tell salesmen a hundred times not to talk out of turn and many will do it in spite of everything. You can with profit place a great deal of emphasis on speech arts and the encouragement of voice culture. There is profit in well-conducted word clinics. Words are wonderful things and you know what can be done with proper selling sentences and sales talks.

10. Self-restraint, self-direction, and emotional balance often have to be worked into a man with great difficulty. We come into the world in an untutored state and life is one long process of learning to live with others. It is no simple task.

11. Once in a blue moon, you find a salesman who is a natural-born leader. You have to develop qualities of leadership in many salesmen. It is a job that requires time. A great deal has been said about dominance. Surely you do not want your salesmen to try to dominate customers by main strength and awkwardness. You want them to lead these customers in such a way as to win their natural cooperation. You

(*An earlier article by Mr. Carter, "Ten Essentials for Sound Sales Training," appeared in SM, October 1, 1948. The Editors.)



WHY

are 75% of all national
hardware trade advertising
dollars spent in
HARDWARE AGE?

Advertisers have long been quick to spot fertile ground and sow their dollars where they'll produce the greatest yield. Year in and year out in the hardware field, they assign $\frac{3}{4}$ of their national trade advertising dollars to *Hardware Age* because . . .

Hardware Age, alone among national hardware business papers, has that basic yardstick of reader value — *wholly voluntary prepaid circulation*.

Hardware Age has the largest effective trade audience available to hardware advertisers.

At the retail level alone, 21,700 copies of *Hardware Age* reach stores every other week. Each is seen by an average of 4.6 readers, providing a total audience of 99,820 among retail personnel.

With the nation's 509 wholesalers, *Hardware Age's* 6,100 subscriptions provide over 60% more coverage than any other trade paper.

Crops grow tallest in the richest soil. That's why hardware advertisers spend three times as many dollars in *Hardware Age* as in any other national hardware trade paper.

HARDWARE AGE

A Chilton ① Publication



Charter Member



100 EAST 42nd STREET • NEW YORK 17, N. Y.

MAIN ENTRANCE TO THE GREAT HARDWARE MARKET

OCTOBER 15, 1948

85

HOW TO SELL CHAIN AND VARIETY STORES

If you have something to sell to chain or variety stores you certainly will want to get a copy of a new Dartnell study prepared by Eugene Whitmore and John Allen Murphy. This study not only shows the tremendous market for general merchandise which exists in towns of less than 50,000 population, but it demonstrates how completely the chain and mail order stores dominate the sale of merchandise along "Main Street" . . . and what manufacturers should do about it. The study is titled:

Report No. 564 Building Sales Volume on Main Street

Based on actual surveys in nearly fifty small cities this report brings you:

- An analysis of sales of leading stores in two typical small cities
- Methods found most successful in getting chains to push a line
- Study of the buying habits of chain and variety stores
- List of towns where Montgomery Ward stores are located
- Average sales per store of leading mail order, general and variety stores
- Methods used to bolster sales of advertised brands on "Main Street"
- Study of the extent to which manufacturers neglect small city markets
- Analysis of the gains private brands are making on advertised brands

"Building Sales Volume on Main Street" is a factual report of tremendous interest to every marketing and advertising executive and to every manufacturer of consumer goods.

Send for your Copy on Approval

97 Pages, 20 Exhibits.
Size 8 1/2 x 11 inches
in loose-leaf leatherette binder. Price—

\$7.50

The Dartnell Corporation
4658 Ravenswood Ave., Chicago 40, Ill.



want them to be able to dominate the situation, not to domineer customers.

12. Do your salesmen maintain a balanced enthusiasm, a high interest, a keen zest? That is a job for continuous sales training and considerable special and individual attention. If the sales manager is not continuously on the job, the salesman's "batteries may go dead." Salesmen must be kept wanting things, striving for things for themselves and their families so that they will work with true zeal.

13. Are your salesmen capable of winning friends? Do they interest themselves in the problems of their customers and enter into the routine of their customers' lives to the extent agreeable to the customers?

14. How good are your salesmen at making those necessary adjustments that have so much to do with stimulating the urge to buy? Do these salesmen have thoroughly ingrained in their understanding the necessity for putting the emphasis on the buyers' need and helping him to satisfy that need?

15. You can spend much time over a period of months training salesmen to make the most effective presentation. The presentation must be varied in many cases according to individual buyers and individual situations. The right information must be presented in the right way. Methods must be revised to meet changing conditions. This is a continuous process.

16. Training in the development and use of visual demonstrations. You can enlist the interest of salesmen and get a great deal of valuable help by calling on salesmen for their ideas and experiences in making presentations. You can learn a great deal from experiences of other firms in building presentations. You can get substantial help from articles which have appeared in

the business press and you can probably employ specialized talent.

17. Training in methods of closing sales is highly important in most cases. In the matter of closing, salesmen may have worked out methods of their own, the knowledge of which will be helpful to other salesmen. There is a history of closing techniques in the business press and in books which are easily available.

18. Do your salesmen have the creative instinct? If they do not have the creative instinct, can they be stimulated to look for opportunities and to make sales grow where none grew before? That is necessary training. Many a prospective customer has not thought of buying until a smart salesman made buying attractive.

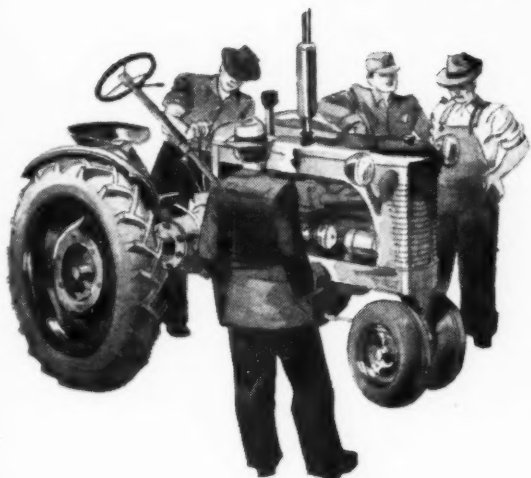
19. What about the mental attitudes of the salesmen? You train wild animals to go through physical motions. The elephant with the grass skirt dances more or less gracefully. But you train salesmen to go through mental motions and, in this process, mental attitudes count heavily. If you can get the mental attitudes of salesmen straightened out and keep them straightened out, you will have accomplished something vastly good for the business.

20. Do salesmen know how to be showmen? The dramatic stuff can be overdone. You certainly do not want your salesmen to be stagey. But a man can be quietly dramatic, and there are also times when a salesman needs to make a noise. Salesmen must be actors. You train salesmen to think right and their thinking results in outer actions that add up to something helpful.

21. How can salesmen get human beings to respond when they show plainly that they do not intend to respond? They can do this principally by finding something to present or to talk about in which the prospect is especially interested. Sometimes, they can resort to shock or can nudge a reluctant buyer out of inaction and resistance. One successful salesman has worked out a formula. He says, "When I find a buyer who will not talk, who just sits and grunts, I go right ahead with my presentation. I put everything I have into it. When I have given him the works, I stop and say, 'Now, tell me what is wrong with my proposition.' If he does not respond, I go at him again, 'I know what is right with this proposition. You tell me what is wrong with it.' In a great many cases, that brings them around." Whatever may be the

In Iowa, it's not how many dollars—but

HOW MANY PIGS!



IN IOWA, farmers can buy more than ever—and more than almost anybody else! That's because their buying power is measured in pigs.

To reach these pig-owning, high income farmers—use Wallaces' Farmer and Iowa Homestead. It's just common sense to sell the Iowa farmer by using the paper he studies to get his information on raising pigs, corn and other farm crops and livestock. For over 93 years, Iowa farmers have depended on this Iowa-edited farm paper to help make farming pay off. Actually, it has been as much a part of their farming operations as their plows!

9 OUT OF EVERY 10 of the most prosperous Iowa farmers read Wallaces' Farmer and Iowa Homestead regularly and thoroughly. They look for it, listen to it, believe in the farm information it contains. Over 285,000 subscribers read Wallaces' Farmer twice each month. Use this practical farm profit-maker to help make profits for you!

WALLACES' FARMER and IOWA HOMESTEAD

Des Moines
Iowa



Dante M. Pierce
Publisher



FREE!

**New Market Study Based on
Special Census Bureau
Tabulations**

Information about your best farmer prospects in Iowa from a special tabulation made by the Census Bureau at the expense of Wallaces' Farmer. In making these special tabulations the Census Bureau, in accordance with law, did not reveal to Wallaces' Farmer, any information regarding any individual farm or farmer. 32 pages of charts, facts, figures. Send request on letterhead or ask representative to call.

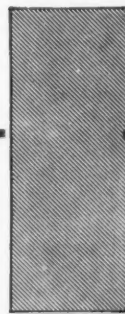
Number of hogs and pigs per farm



U. S. Average
Equals 100



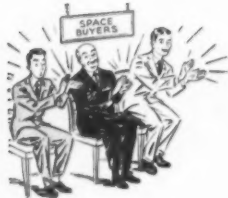
Northern States Average
161



Wallaces' Iowa
Farmers Average
521



NO COMPETITION



**Bayonne
CANNOT BE SOLD
FROM THE OUTSIDE**

That's why 99.2% of ALL the RETAIL ADVERTISERS in Bayonne use THE BAYONNE TIMES EXCLUSIVELY . . . There just is no competition in this wealthy market. . . . No other paper or combination of papers can sell Bayonne—93% Home Delivered.

Send for the TIMES Market Data Book

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

205 Madison Ave., New York 228 N. LaSalle St. Chicago

WHY OVERLOOK 10 BILLION \$\$\$ WORTH OF SALES!

Wake up! 15 million American Negroes buy food, drinks, drugs, cosmetics, other products. They have 10 billion dollars to spend! Tell them what you have to sell. The best way is through Race publications, the Negroes' own newspapers and magazines. Through them you make friends with the most loyal customers in the world. Tremendous profits are made through advertising to this great and growing market. For full details write Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y., serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

PENN MUTUAL LIFE INSURANCE CO.

uses

the REPLY-O LETTER



Write to the
REPLY-O PRODUCTS CO.
150 WEST 22nd St., NEW YORK, 11

correct way to handle such a situation in your business, it should be the responsibility of somebody to find the answer and teach the salesmen how to meet such situations.

22. Salesmen must be trained to be resourceful and many of them will have to be trained into it. How can you train salesmen in resourcefulness? You can do it by telling them about resourceful things other salesmen have done.

23. Do your salesmen know how to apply selling pressures with consummate skill? Not so they are regarded as high pressure salesmen but in a way that moves buyers to drop resistance and indifference and buy. A space salesman was trying to sell a page advertisement. The prospect tried to kiss him out with a pat on the back. "They ought to have more men like you down there," he said. The salesman replied quickly, "Eli, cut out the bull and give me the order." At the same time he shoved the contract at Eli, who signed it. More often pressure is applied subtly through suggestion.

24. Salesmen must be trained in habits of industry. Also in the proper use of their time. Many salesmen work hard and do not make their work count because of misplaced effort or poor organization of time. The word "work" is irksome to some, but nevertheless salesmen must be made to realize that the amount of business secured is largely dependent on the energy put forth.

25. In the days ahead, salesmen must be taught the true meaning of SERVICE. Commodity salesmen must be first-class merchandisers. Salesmen of intangibles must learn what it is prospective buyers seek to achieve through purchase. Salesmen in service industries must extend themselves. In a broad sense, every salesman should be a "merchandise." Even a preacher should be a merchandiser. He must see that people take the ideas he sells them and *do something with them.* That is merchandising.

There are degrees of excellence in salesmen. A salesman can be a solicitor and merely ask for the business. He can be a service man and plus the sales with special attention and follow through in the House. He can be a merchandiser and see the thing through, finding ways to help his customers get full satisfaction.

Confusion and opposition to sales training can be cleared up if the responsible executives really understand

what is needed to get the salesmen to perform as they can and should perform to serve the best interest of the company and of themselves. They need to understand that lost sales cost any firm a staggering sum in profits missed and that many sales can be saved and many customers kept in the fold through proper training of the salesmen.

There are good systems and bad systems. The fact that there have been poor systems of training should not prejudice anyone against a program of continuous sales training. The answer can be found and it is worth seeking even if it requires a great expenditure of time and money on the part of company executives.

Reception Is Real Test

The real test of sales training is the manner of its reception by salesmen themselves. This does not refer to the few individualists who, in their self-satisfied estimation, need no training whatever. The salesmen must feel that they are getting something out of a training program over and above the benefit to the company. They should feel that the House is doing them a favor in making it possible for them to get the training. However, salesmen must understand that learning and improving their techniques is a part of their obligation toward the job and the firm, and a condition of continued employment.

One highly necessary requirement is the skill and intelligence with which the sales executive uses the tools of sales training. Sales training needs to be planned and well organized and continuous, and it must be extensive because the object is to have selling principles *ingrained in the natures of all the salesmen.* The principal reason for a continuous program of sales training is that there is a need to instill and cultivate and correct viewpoints, attitudes, aims, ideas, and methods.

Unless salesmen have their systems saturated with the right principles, they are not prepared to accept, adapt, and profit from the more or less incidental and indirect training material that is fed to them through the months and years. Basic training cannot be given successfully in a few inadequate sessions. It is important enough to justify careful planning.

A gadget that would step up machine production 1% would be seized on eagerly even if extremely costly. Good sales training may easily step up the sales production of an individual salesman 50%, 75%, 100% or more. It has been done and will be done often where salesmen are educated to do an intelligent job.

LOOK what a penny buys

IN WISCONSIN'S HOMETOWN DAILIES

10.4 READERS FOR AN
AVERAGE 70 TO 149 LINE AD



Why can you get so much for so little?

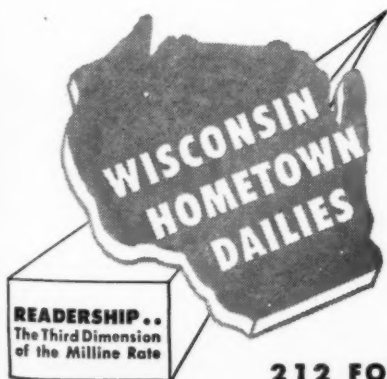
It's the almost unbelievably *high readership* of Wisconsin Hometown Dailies — as revealed in studies made by Northwestern University's Medill School of Journalism.* — For example:

Average 70-149 line ads are read by 14 percent of the men,
22 percent of the women.

Average 300-499 line ads are read by 23 percent of the men,
45 percent of the women.

Average ads 2000 lines and over are read by 51 percent of
the men, 76 percent of the women.

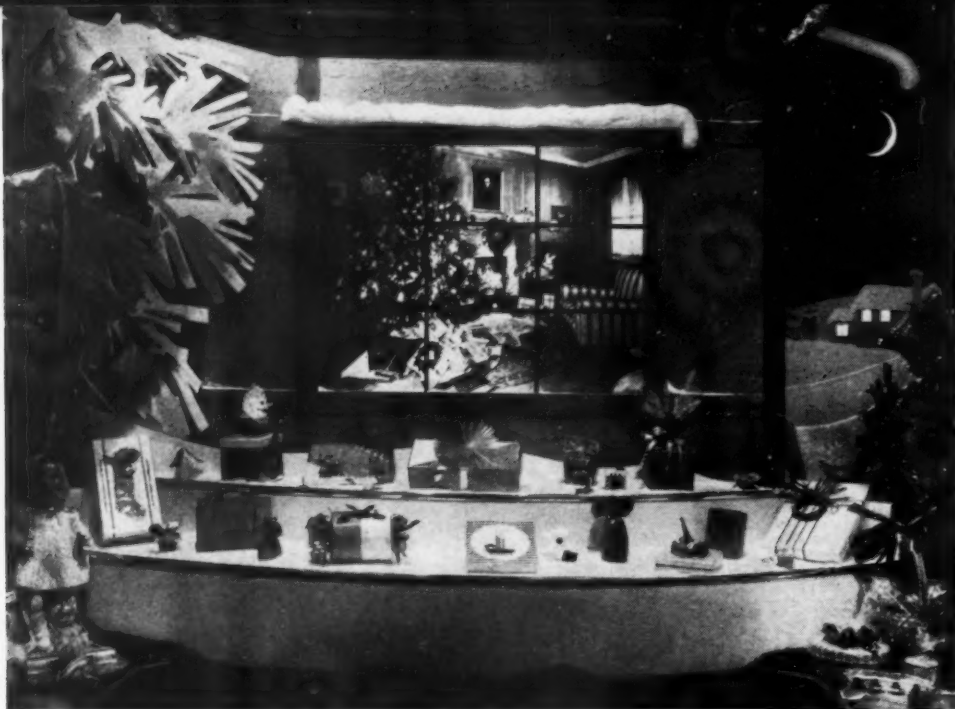
Compare this with the readership of same size ads in any large metropolitan papers. Some big city papers may have lower milline rates — but Wisconsin Hometown Dailies give you *more actual readers per advertising dollar!* Let one of our representatives tell you more — or write direct to —



* If you haven't seen "*A Readership Study of 3 Typical Wisconsin Hometown Dailies*" write for your copy today. It makes startling revelations about who reads what in hometown Wisconsin — and why.

212 FOURTH STREET • RACINE, WISCONSIN

OCTOBER 15, 1948



What Folks Want for Christmas: Cues for Holiday Sales Drives

If the average woman receives as a Christmas present what she most wants, it will be an electrical appliance. 18.4% of a representative cross-section say it is "the single gift, without reason, I would like to receive more than any other for Christmas." Other items which were mentioned by 5% or more of the women are radio-phonograph-television, 7.2; furs, 6.6; furniture, 6.1; coats and suits, 5.7; watches, 5.2.

Men will find a suit-overcoat or an automobile equally satisfactory. 12.5% voted for cars, the same percentage for coats and suits. Next in line are radio-phonograph-television (with emphasis on television), 10.0%; watches, 7.1; shirts, 5.9.

By broader types of merchandise, women have expressed their desires for household goods (40.4%); wearing apparel (22.3%); and jewelry (10.9%); men have chosen in order of mentions wearing apparel (24.5%); automobiles and motorcycles (12.8%); and radio-phonograph-television and musical instruments (11.2%).

An interesting deviation between men and women is that men have placed approximately one-half (48.5%) of their gifts in three categories, but women feel that almost three-fourths (73.6%) of their wants fall into three categories.

These findings come from SM's

annual survey, conducted by National Analysts, Inc., in 31 cities and among 1,846 persons. (See end of article for "The Survey Technique.")

The "obvious" presents are not wanted by the donees. Men don't want neckties (1%) and women don't want perfume (1%). In general their wishes coincide quite closely with those expressed in the 1947 survey where, except for wearing apparel, the demand seemed to be focused largely on such items as automobiles and electrical appliances which either were not obtainable or were very scarce during the war.

As has been true in all of the other SM Christmas surveys, men proved to be considerably more brand conscious than women, with 56.1% of the men specifying a particular brand when asked "Please name the particular brand you want if you have any preference," as against 45.0% of such mentions by women. Among men greatest brand consciousness was expressed for automobiles, writing equipment, jewelry, automobile accessories and cameras; among women for automobiles, writing equipment, cameras, household appliances, musical instruments.

With men a Chevrolet car was the brand name most frequently mentioned (21 mentions out of 925 interviewees). The complete list of brand names mentioned by five or more

men is: Chevrolet 21, Bulova 20, Ford 18, Buick 16, Parker 11, RCA Victor Television 10, Elgin 10, Plymouth 9, Oldsmobile 8, Pontiac 7, Gruen 7, Ronson 7, Remington Rand Shot Gun 6, Schick Electric Razor 5, Eastman Kodak 5, Philco Radio 5.

Among women the number one brand chosen is a Singer Sewing Machine (17 mentions out of 909 interviewees). Those receiving five or more mentions are Singer 17, Bulova 13, Sunbeam Mixmaster 12, Frigidaire 12, Electrolux Vacuum Sweeper 11, Bendix Washer 10, Frigidaire Range 7, General Electric Refrigerator 6, Chevrolet 5, Elgin 5, Philco Radio 5.

What Women Want for Christmas

Total Interviews 909

Household Goods367

Electrical Appliances

Number Mentioning167

Washing Machines, 33.

Bendix, 10; Easy Spindrier, 4; Westinghouse, 2; General Electric, 2; Laundrall, 2; Thor, 1; Kenmore, 1; Maytag, 1; Frigidaire, 1; ABC, 1; Sears Roebuck, 1; Blackstone, 1. Brand unspecified, 6.

SALES MANAGEMENT

For an inside track
to the Big Family Market...

Success is a
HOUSEHOLD
word!



**STOP . . . LOOK . . .
LISTEN!**

STOP—compare Household's low cost per thousand readers!

LOOK—look at the new Household format. Look at the *Idea-Planned* editorial pages—they back up Household advertisers with more than 250 "buy-ideas" per issue!

LISTEN to this—Household circulation has hit a new high of 2,000,000—and advertising revenue is up more than 40%.

Yes, the BIG families are waiting when Household comes to town. Three-fourths of HOUSEHOLD reader families average 2.3 children each!

That these bigger families buy more goes without saying. More important to you, Household families buy far more for the home! Seventy per cent are *home-owners*. They *eat* at home, *play* at home, *entertain* at home—that's how it is in small cities and towns.

And now these big, home-owning families have more money to spend than they ever had before. *Be there* when they spend it! Take the inside track . . . take Household!

Capper Publications, Inc., Topeka, Kansas

HOUSEHOLD

a magazine of action for small cities and towns



What Folks Want for Christmas: Cues for Holiday Sales Drives

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And now these big, home-owning families have more money to spend than they ever had before. *Be there* when they spend it! Take the inside track . . . take Household!

Capper Publications, Inc., Topeka, Kansas

HOUSEHOLD

a magazine of action for small cities and towns



Customers WILL REMEMBER YOU -EVERY HOUR-EVERY DAY!

Assure good will and daily readership of your selling copy, at the point of sale, by featuring your name, sales story and products in a distinctive, copyrighted, indispensable utility medium—A Nascon Week-At-A-Glance. In handsome desk and pocket sizes, Nascon Week-At-A-Glance books provide a

full week of appointments and memoranda at a glance plus an alphabetical address and telephone index. Let us show you how effectively and economically you can promote sales by utilizing from 1 to 12 insert pages to keep customers, prospects and distributor's representatives constantly reminded.

Specialty Division, NASCON PRODUCTS, INC., Dept. SM-6, 60 E. 42nd St., New York 17, N. Y.
(Division of Eaton Paper Corp.)



Specialty Division, Nascon Products, Inc., Dept. SM-6, 60 E. 42nd St., New York 17, N. Y.
Please send the Nascon full color catalog containing suggestions on how we can effectively use the Nascon sales builders.

Name
Company Name Street
City State

THE *Only*
RADIO STATION
SERVING AND SELLING
All OF THE RICH
KENTUCKIANA MARKET

50,000 WATTS

1-A CLEAR CHANNEL
840 KILOCYCLES

Victor A. Sholis, Director — J. Mac Wynn, Sales Director
Represented Nationally by Edward Petry & Co.



Christmas Gifts Most Desired by Women

	Total #	%
Total Women	909*	100.0
Household goods	367	40.0
Wearing apparel	203	22.3
Jewelry	99	10.9
Radios, phonographs, television and musical instruments	76	8.4
Personal accessories	41	4.5
Automobiles	26	2.9
New home and remodeling	18	2.0

* This table does not include choices of all respondents. Only items with 15 or more mentions are included.

Electrical Appliances (Con't)

Refrigerators, 29.

Frigidaire, 12; General Electric, 6; Philco, 2; Westinghouse, 2; Norge, 2; Crosley-Shelvard, 1; Sears Coldwall, 1; Servel, 1. Brand unspecified, 2.

Vacuum Cleaners, 20.

Electrolux, 11; Hoover, 3; General Electric, 1; Westinghouse, 1; Royal, 1; Singer, 1; Rexaire, 1. Brand unspecified, 1.

Electric Mixers, 16.

Sunbeam Mixmaster, 12; General Electric, 1. Brand unspecified, 3.

Toasters, 11.

Toastmaster, 3; General Electric, 2. Brand unspecified, 6.

Electric Roasters, 10.

General Electric, 4; Westinghouse, 3; Manning Bowman, 1; Nesco, 1. Brand unspecified, 1.

Irons, 9.

Thor, 3; Bendix, 2; Condon, 1; Ironrite, 1. Brand unspecified, 2.

Lamps, 9.

Irons, 7.

Westinghouse, 2; General Electric, 1; Universal, 1; Thor, 1. Brand unspecified, 2.

Waffle Irons, 5.

Deep Freezers, 3.

Norge, 1; Hotpoint, 1; Victor, 1.

Electric Clocks, 3.

Electric Blankets, 1.

Miscellaneous Electrical Appliances, 11.

Dishwasher, 4; Coffee Maker, 3; Hair Dryer, 2; Juicer, 1; Ice Crusher, 1.

Furniture

Number Mentioning 55

Bedroom, 11; Living Room, 9; Chairs and Sofas, 8; Tables, 6; Desks and Secretaries, 5; Cedar Chests, 4; Dining Room, 3; Kitchen, 2; Whatnot or Book Case, 2; Beds and Mattresses, 1; Mirrors, 1; Dinette Set, 1; Furniture (Type unspecified) 2.

SALES MANAGEMENT

Stoves and Ranges

Number Mentioning30

Electric, 16.

Frigidaire, 7; Westinghouse, 4;
Kelvinator, 1; L & M, 1. Brand
unspecified, 3.

Gas, 6.

Tappan, 2; Magic Chef, 1; May-
tag, 1. Brand unspecified, 2.

Wood, 1; Kerosene, 1; Oil
Heater, 1; Portable Barbecue
Stove, 1; Ranges (Type Unspe-
cified), 4.

Sewing Machines

Singer, 17; White, 2; Kenmore, 1.

Linens, Blankets and Spreads

Number Mentioning19

Rugs and Linoleum

Number Mentioning19

Silver

Number Mentioning15

China and Glassware

China, 11; Glassware, 2; Bric-a-
brac, 1.

Pressure Cookers

Presto, 4; MirroMatic, 1; Normax,
1; Sears' Maid of Honor, 1. Brand
unspecified, 2.

Curtains, Drapes, Slip Covers

Number Mentioning6

Kitchen Utensils

Number Mentioning5

Miscellaneous Household Goods

Number Mentioning7

Wearing Apparel203

Furs, 60.

Fur Coats, 49; Neckpieces, 8;
Wraps, Capes and Jackets, 3.

Coats and Suits, 52.

Suits, 12; Cloth Coats, 10; Sport
Coats, 6; Raincoats, 3; Coats
(Type unspecified), 21.

Dresses and Evening Gowns, 18;
Lingerie, 15; Hosiery, 14;
Lounging Robes and Slippers,
11; Sweaters and Sweater Sets,
7; Shoes, 7; Gloves, 4; Blouses,
3; Miscellaneous Wearing Ap-
parel, 12.

Jewelry99

Watches

Wrist, 41.

Bulova, 13; Elgin, 5; Hamilton, 4;
Gruen, 3; Longines, 2. Brand un-
specified, 14.

Lapel, 1.

Watch (Type unspecified), 5.

Rings

Number Mentioning31

Pearls

Number Mentioning5

OCTOBER 15, 1948

Artkraft

THE BEST LOOKING AND THE BEST MADE SIGNS

in our field — says Westinghouse

OF *Artkraft**

WESTINGHOUSE
ELECTRIC CORPORATION



246 EAST FOURTH ST.
MANSFIELD, OHIO

To the Men and Women
of ARTKRAFT

Thousands and thousands of Westinghouse appliance
retailers proudly identify their stores with the
outdoor signs you have been building for us. "We
believe these signs are the best looking and the
best made signs in our field," and I want to take
this opportunity, in behalf of Westinghouse, to
thank you for the conscientious job of careful
craftsmanship that you have put into the manu-
facturing of these displays.

Yours very sincerely,

Paul W. Endress

P. W. Endress
Assistant Manager
Appliance Advertising

EVERY HOUSE NEEDS WESTINGHOUSE

Certified audited records
show Artkraft* signs to
be 999/1000 perfect over
a period of years.
Artkraft* has again set
the pace with an entirely
new insulator for its neon
displays, an exclusive fea-
ture that can be found on
no others. It is short-
proof and positively elim-
inates flicker from neon
signs for the first time in
history. This new insulator
is made of boro-silicate,
a heat-resistant glass, and
is of the same type used
in high voltage transmis-
sion lines. It has a stain-
less steel clip for holding
the open bus bar — an-
other Artkraft* innova-
tion — as well as a stain-
less steel base.

Artkraft* DEALER SIGNS

MAKE YOUR NATIONAL ADVERTISING 5 TIMES
AS EFFECTIVE — INCREASE YOUR SALES 14.6%**

For over a quarter century we have regularly served leading mer-
chandisers, including Red & White Food Stores, Westinghouse,
Western Auto, Frigidaire, Delco-Heat, Shell, A & P, Pittsburgh
Paints, Lowe Brothers Paints, Dupont, General Electric, and
many others.

Artkraft* SIGN COMPANY

Division of *Artkraft** Manufacturing Corporation

1000 Kibby Street

Lima, Ohio, U. S. A.

FREE!

LITERATURE

"HOW TO SET UP
A SUCCESSFUL
DEALER SIGN
PROGRAM"

THIS COUPON FOR YOUR CONVENIENCE

*Artkraft** SIGN COMPANY

Division of *Artkraft** Manufacturing Corporation

1000 Kibby Street

Lima, Ohio, U. S. A.

() Please send, without obligation, details on Artkraft* signs and
instructions on how to set up a successful dealer sign program.
() We are interested in a quantity of outdoor dealer neon signs.
() We are interested in a quantity of Porcel-M-Bos'd store front
signs.

Name

Firm

City



QUALITY PRODUCTS FOR OVER A QUARTER CENTURY

*Trademark Reg. U. S. Pat. Off. **Proved by actual audited research.

DOING Big Things RIGHT



blanketing rich, central Ohio

If you want to sell, or sell more, in central Ohio — and statistics prove that it is one of America's best markets — then there's one outstanding advertising medium... The Columbus Dispatch blankets a 12-county retail trading zone as no other newspaper does. On the basis of latest circulation and population figures, the Dispatch is your best way to reach the people of those 12 counties:

Counties	Family Coverage	
	Daily	Sunday
Franklin	95%	98%
Madison	49	54
Delaware	43	58
Pickaway	33	51
Union	28	39
Fairfield	21	55
Fayette	20	46
Licking	18	51
Knox	17	37
Morrow	14	18
Hocking	13	22
Perry	13	25

and, in Greater Columbus City Zone, there's nothing like it — 93.7% of the 105,645 families receive the Dispatch daily.
Let the Dispatch do your big job right in central Ohio!

THE COLUMBUS DISPATCH

Ohio's Greatest
Home Newspaper

National Representatives:

O'MARA & ORMSBEE, INC.
New York, Chicago, Detroit,
Los Angeles, San Francisco

Costume Jewelry	
Number Mentioning	4
Necklaces	
Number Mentioning	4
Watch Bands	
Number Mentioning	2
Bracelets	
Number Mentioning	1
Earrings	
Number Mentioning	1
Pin and Earring Sets	
Number Mentioning	1
Gold Rosary Beads	
Number Mentioning	1
Silver (see under "Household Goods")	
Jewelry (Type unspecified)	2

Radios, Phonographs, Television and Musical Instruments.....76

Radio-Phonograph, 21.

Philco, 3; RCA Victor, 3; Magnovox, 2; Zenith, 2; Capehart, 1.
Brand unspecified, 10.

Television Set, 15.

RCA Victor, 2; Philco, 2; Dumont, 2; General Electric, 1; Magnovox, 1; Admiral, 1. Brand unspecified, 6.

Radio (Type unspecified), 13.

Philco, 5; Zenith, 2; General Electric, 1; RCA Victor, 1. Brand unspecified, 4.

Portable Radio, 8; Record Player or Phonograph, 7; Table Radio, 1; Recording Machine, 1.

Pianos, 6.

Spinnet, 4; Piano (Type unsp.) 2;

Personal Accessories41

Handbags, 22.

Perfume and Toilet Water, 10.

Tabu, 2; Chanel #5, 2; Christmas Night, 1; Evening in Paris, 1; Letheric, 1; Elizabeth Arden, 1. Brand unspecified, 2.

Umbrellas, 3; Make-Up Kit, 2; Musical Powder Box, 1; Cosmetics, 1; Compacts, 1; Dressing Table Sets, 1.

Automobiles26

Chevrolet, 5; Chrysler, 4; Buick, 3; Ford, 3; Studebaker, 2; Plymouth, 1; Oldsmobile, 1; Mercury, 1; Hudson, 1; Make unspecified, 5.

New Homes and Remodeling 18

New Homes, 10.

Repairs and Remodeling, 8.

Miscellaneous 79

(Less than 15 mentions)

Writing Materials, 13; Books and Magazines, 8; Leather Goods and Luggage, 8; Money, 8; Travel, 7; Cameras and Photographic Equipment, 3; Sporting Goods, 3; Animals and Pets, 2; Automobile Accessories, 2; Tobacco and Accessories, 2; Other Miscellaneous, 23.

Christmas Gifts Most Desired by Men

	Total #	%
Total Men	925*	100.0
Wearing apparel	227	24.5
Automobiles and motorcycles	118	12.8
Radios, phonographs, television and musical instruments	104	11.2
Jewelry	81	8.8
Sporting goods	71	7.7
Household goods	56	6.1
Tobacco and accessories	36	3.9
Cameras and photographic equipment	30	3.2
Writing equipment	26	2.8
Leather goods and luggage	24	2.6
Personal accessories	22	2.4
Tools and machinery	19	2.1
Automobile accessories	17	1.8
Boats	16	1.7

*This table does not include choice of all respondents. Only items with 15 or more mentions are included.

What Men Want for Christmas

(Total Interviews 925)

Wearing Apparel227

Number Mentioning227

Coats and Suits, 116.

Suits, 60; Overcoats, 27; Sport Coats and Jackets, 24; Raincoats, 3; Smoking Jackets, 2.

Shirts, 55; Ties, 10; Sweaters, 8; Hats, 6; Lounging Robes and Slippers, 6; Shoes, 3; Socks, 3; Trousers, 3; Gloves, 3; Slack Suits, 2; Shirts and Ties, 1; Miscellaneous Wearing Apparel, 11.

Automobiles & Motorcycles 118

Automobiles, 115.

Chevrolet, 21; Ford, 18; Buick, 16; Plymouth, 9; Oldsmobile, 8; Pontiac, 7; Dodge, 4; Chrysler, 4; Studebaker, 4; Mercury, 3; DeSoto, 3; Packard, 2; Hudson, 2; Cadillac, 1; Willys Jeep, 1; Jeepster, 1; Nash, 1; Kaiser-Frazer, 1; Lincoln, 1. Brand unspecified, 8.

Motorcycles, 3.

Radios, Phonographs, Television and Musical Instruments ...104

Radios and Phonographs

Number Mentioning93

Television, 42.

RCA Victor, 10; Motorola, 3; Admiral, 3; Dumont, 3; Zenith, 2; Crosley, 2; Philco, 1; General Electric, 1. Brand unspecified, 17.

Radios, etc. (Cont'd)

Radio (Type unspecified), 18.

Philco, 5; RCA Victor, 4; Emerson, 1; Zenith, 1; Crosley, 1. Brand unspecified, 6.

Radio-Phonograph, 15.

Magnavox, 2; Philco, 1; RCA Victor, 1; Crosley, 1; Stromberg-Carlson, 1; Westinghouse, 1; Emerson, 1. Brand unspecified, 7.

Table Radio, 6; Portable Radio, 5; Record Player, 4; Cabinet Radio, 3.

Records

Number Mentioning6

Recording Machine

Number Mentioning2

Guitar

Number Mentioning1

Radio Transmitting Equipment

Number Mentioning1

Trumpet

Number Mentioning1

Jewelry81

Wrist Watches, 54.

Bulova, 20; Elgin, 10; Gruen, 7; Hamilton, 3; Wittnauer, 2; Longines, 1; Benrus, 1; Omega, 1. Brand unspecified, 9.

Pocket Watches, 2; Watches (Type unspecified), 12; Rings, 9; Cuff Links, 1; Miscellaneous Jewelry, 3.

Sporting Goods71

Hunting

Number Mentioning21

Shot Guns, 15.

Remington, 6; Winchester, 4; Browning, 1; Savage, 1; Mossberg, 1; Higgins, 1. Brand unspecified, 1.

Rifles, 2.

Remington, 1. Brand unspecified, 1.

Pistols, 2.

Gun (Type unspecified), 2.

Golf

Number Mentioning18
Clubs, 12; Bags, 3; Golf Equipment (unspecified), 3.

Fishing

Number Mentioning16
Rods, 3; Rod and Reel, 3; Reels, 2; Tackle, 1. Miscellaneous Fishing Equipment, 7.

Skates

Number Mentioning3

Bowling

Number Mentioning2
Ball, 2.

Tennis Racquets

Number Mentioning2

Catcher's Mitt

Number Mentioning2

Poker Equipment

Number Mentioning1

Miscellaneous Sporting Goods

Number Mentioning6

NEW SALES

TRAINING PLAN

Based on Special Training
Prepared for America's
Largest Corporations



NOW —quickly and inexpensively— you can give your salesmen the kind of practical, down-to-earth training that really gets results. And with tough competitive selling ahead—**TODAY IS NONE TOO SOON TO PREPARE.**

The new LaSalle plan is the outgrowth of 40 years' experience in training more than 200,000 salesmen in all kinds and all lines of selling. This experience includes special programs prepared for more than a score of America's largest corporations, whose fees to LaSalle have totaled more than a million dollars.

Why Beginners and Veterans Alike Say this Training is Tops

From start to finish, this training is stripped of untried theories, inspirational pep-talks, and "star salesman dramatics." It is not a series of "lectures" nor "just a set of books"—but a thorough, comprehensive, and professional training program, complete with training manuals and expert instruction service of proved value. It is designed for the individual enrollment of your men under the home-study method of training . . . but where group meetings are practical, you are furnished (without extra cost) easy-to-follow Group Leader Manuals based on the training Assignments.

The training goes right to the heart of

all successful selling—directly applicable to your business—covering step-by-step the determining factors in every purchase and in every sale. It clearly shows how and why the buyer buys—supported by exact and time-tested methods for making these factors produce more sales. And at every step, a variety of "sales situations" paralleling your own problems are drawn from actual field experience to illustrate the direct application of every principle set forth. Top producers with 20 years' sales experience are enthusiastically praising this program from beginning to end. Their typical reaction is — "If only I could have had training like this years ago!"

Results Are Immediate—And Permanent

This field-tested plan is so practical, so readily understood and applied, that salesmen will use on the job tomorrow what they learn tonight. Every point is clear, simple—and commonsense. Salesmanship is raised to a professional, scientific basis, and—**INVARIABLY SALES ARE IN-**

CREASED! This claim is not lightly made: it is backed by the 40-year reputation and experience of LaSalle—which has probably trained more salesmen than any other institution offering higher business education.

Examine the First Section FREE—Then Judge for Yourself

Your request on the coupon below will bring, for your free inspection, the first section of this new training plan—plus a

descriptive catalog outlining the complete program . . . all without cost or obligation. **MAIL THE COUPON TODAY.**



LASALLE EXTENSION UNIVERSITY A Correspondence Institution

Dept. LS-921 417 S. Dearborn Street • Chicago 5, Illinois

I want to examine your new Sales Training Plan. Send the first section and your descriptive catalog at once—without cost or obligation to me.

Name

Firm

Street

CityZoneState

Your TitleNo. Men on Your Force



Your trade advertising is the vital insurance for the success of your national advertising. That's why YOU should write it . . . to dominate the minds of your dealers in your '49 campaign.

And it can be the most important ad you write if you write it for your specialized Haire publication because each Haire publication saturates the buying power in the field it serves!

More Effective . . . More Sell-ective

HOUSE FURNISHING REVIEW • COSMETICS AND TOILETRIES
HOME FURNISHINGS MERCHANDISING • HANDBAG BUYER
LUGGAGE & LEATHER GOODS • NOTION AND NOVELTY REVIEW
CROCKERY AND GLASS JOURNAL • AIRPORTS & AIR CARRIERS
CORSET AND UNDERWEAR REVIEW • LINENS AND DOMESTICS
INFANTS' AND CHILDREN'S REVIEW • FASHION ACCESSORIES

HAIRE

*Specialized
Merchandising
Magazines*

1170 BROADWAY, NEW YORK 1, N. Y.

Brand Consciousness on Christmas Presents

Specifying a Brand

Commodities:	Total		Men		Women	
	#	%	#	%	#	%
Automobiles and motorcycles	130	90.3	109	92.4	21	80.8
Writing equipment	34	87.2	24	92.3	10	76.9
Cameras and photographic equipment	23	69.7	21	70.0	2	66.7
Household goods	270	63.8	33	58.9	237	64.6
Radios, phonographs, television and musical instruments	114	63.3	67	64.4	47	61.8
Automobile accessories	12	63.2	12	70.6	—	—
Tobacco and accessories	24	63.2	23	63.9	1	50.0
Boats	9	56.3	9	56.3	—	—
Jewelry	96	53.3	58	71.6	38	38.4
Personal accessories	31	49.2	15	68.2	16	39.0
Sporting goods	32	43.2	32	45.1	—	—
Tools and machinery	7	36.8	7	36.8	—	—
Luggage and leather goods	9	28.1	8	33.3	1	12.5
Wearing apparel	104	24.2	82	36.1	22	10.8
New homes and remodeling	—	—	—	—	—	—
Miscellaneous	33	29.5	19	29.7	14	29.2
ALL COMMODITIES	928	50.6	519	56.1	409	45.0

NOTE: This table includes all brands, many of which were not included in the detailed table because of the very small number of mentions.

Household Goods56

Electrical Appliances

Number Mentioning29

Refrigerators, 9.

Philco, 3; General Electric, 2; Frigidaire, 1; Electrolux, 1; Kelvinator, 1. Brand unspecified, 1.

Washing Machines, 5.

Easy Spindrier, 1; Maytag, 1; Westinghouse, 1; Sears, 1. Brand unspecified, 1.

Electric Stoves, 3; Electric Blankets, 2; Electric Clocks, 2; Deep Freezers, 2; Irons, 2; Toasters, 1; Lamps, 1; Vacuum Cleaners, 1; Electric Roasters, 1.

Furniture

Number Mentioning8

Chairs, 3; Living Room Set, 2; Dining Room Set, 1; Bed, 1; Bridge Table and Chairs, 1.

Oil Burners and Furnaces

Number Mentioning5

Rugs and Linoleum

Number Mentioning3

Stoves and Ranges, 2; Hot Water Heater, 1; Silver, 1; Miscellaneous Household Goods, 7.

Tobacco and Accessories ...36

Pipes, 13.

Lighters, 10.

Ronson, 7. Brand unspecified, 3.

Cigars, 5; Cigarettes, 4; Smoking Stand, 2; Tobacco, 1; Humidor, 1.

Cameras and Photographic Equipment30

Cameras (Type unspecified) 9.

Eastman-Kodak, 5; Argus, 1; Mercury, 1; Ciroflex, 1. Brand unspecified, 1.

Projectors, 9.

Photographic Equipment, 7.

Movie Cameras, 5.

Bell & Howell, 2; Keystone, 1. Brand unspecified, 2.

SALES MANAGEMENT

Writing Equipment26

Pen and Pencil Sets 9.

Parker, 6; Eversharp, 1; Sheaffer, 1. Brand unspecified, 1.

Typewriters, 9.

Royal, 4; Remington, 2; Underwood, 1; L. C. Smith, 1. Brand unspecified, 1.

Fountain Pens, 8.

Parker, 5; Sheaffer, 2; Waterman, 1.

Leather Goods and Luggage..24

Luggage, 12; Bill Folds, 9; Brief Case, 1; Key Case, 1; Leather Picture Album, 1.

Personal Accessories22

Electric Razors, 15.

Shick, 5; Remington, 2; Sunbeam, 2; Shavemaster, 1. Brand unspecified, 5.

Toilet Articles, 5; Shaving Brush, 1; Umbrella, 1.

Tools and Machinery19

Mechanical Tools, 12; Tractors, 4; Garden Tools, 2; Electric Snowplow, 1.

Automobile Accessories17

Tires, 6; Radios, 4; Heater, 2; Seat Covers, 2; Trailer, 1; Fog Light, 1; Sun Visor, 1.

Boats16

Motor Boats and Motors, 12.

Chriscraft, 2; Johnson, 2; Higgins, 1; Sharpz, 1; Mercury, 1; Martin "60," 1; Admiral, 1. Brand unspecified, 3.

Sailboats, 2; Canoes, 1; Rubber Fishing Boat, 1.

Miscellaneous78

(less than 15 mentions)

New Homes, 14; Liquor and Accessories, 11; Travel, 10; Money, 9; Books and Magazines, 8; Animals and Pets, 4; Other Miscellaneous, 22.

The Survey Technique

Representatives of National Analysts, Inc., interviewed a total of 1,846 persons in 31 cities.* All cities in the U. S. were arranged by size and place and geographic location into 31 groups and one city was objectively selected from each group.

The respondents were first asked, "What *single* gift, within reason, would you like to receive more than any other for Christmas?" In 1,834 cases, specific gifts were given in replies; in only 12 instances were the persons unable to answer.

After their response to the first question, they were then asked, "Please name the particular brand you want, if you have any preference." No respondent was "pushed" for a brand answer if no preference was willingly stated.

Interviewing was conducted from September 7 to 10, using a street interviewing technique. In each of the cities different and widely separate

intersections were covered so that entirely different types of persons would be questioned. In addition, rough quotas of sex, standards of living and age were assigned to minimize distortion of results.

By economic groups the division was: A, 9.6%; B, 30.3; C, 40.1; D, 20.0; by age the division was 20-34 years, 36.5%; 35-44 years, 35.3; 45 and over, 28.2.

* New York, N. Y.; Chicago, Ill.; Los Angeles, Calif.; Detroit, Mich.; St. Louis, Mo.; San Francisco, Calif.; Milwaukee, Wisc.; Boston, Mass.; Denver, Colo.; Philadelphia, Pa.; New Orleans, La.; Kansas City, Mo.; Indianapolis, Ind.; Chattanooga, Tenn.; Des Moines, Iowa; Youngstown, Ohio; Hartford, Conn.; Savannah, Ga.; East Orange, N. J.; Topeka, Kans.; Fargo, N. D.; Ashland, Ky.; Hagerstown, Md.; Holyoke, Mass.; Florence, N. C.; Shorewood, Wisc.; Stratford, Conn.; Roseville, Calif.; Brentwood, Pa.; Washington, Ga.; Schuyler, Neb.

WLOF

ORLANDO, FLORIDA

950 KC

SERVING THE
RICH CENTRAL
FLORIDA
AREA

5000 WATTS MBS

REPRESENTED BY
Paul H. Raymer Co., Inc.

FOR SALES MEETINGS
and PROMOTIONS!

Real Service in
Planning and Producing

- Sales Presentations
- Flop Overs
- Meeting Charts
- Graphs — Displays

Phone or write

ARROW BUSINESS SERVICE

22 W. MONROE ST., CHICAGO 3, ILL.

Phone CENTRAL 0016



ARE YOU MISSING THE BOAT ON THE PACIFIC COAST?

IF YOU AREN'T USING Don Lee to cover the Pacific Coast, you're missing the boat in radio. Only the Don Lee network, with 45 stations, can release your message from within the buying market, where people listen to their local network station rather than out of town or distant stations.

The Pacific Coast has 18 "Inside" market counties (metropolitan county areas of the nine cities in which *all four networks have stations*). To cover the balance of the Pacific Coast, or the 115 "Outside" market counties, there is a total of 48 stations of all networks. Of these stations, Don Lee has 32, *twice as many* as the other three networks combined!

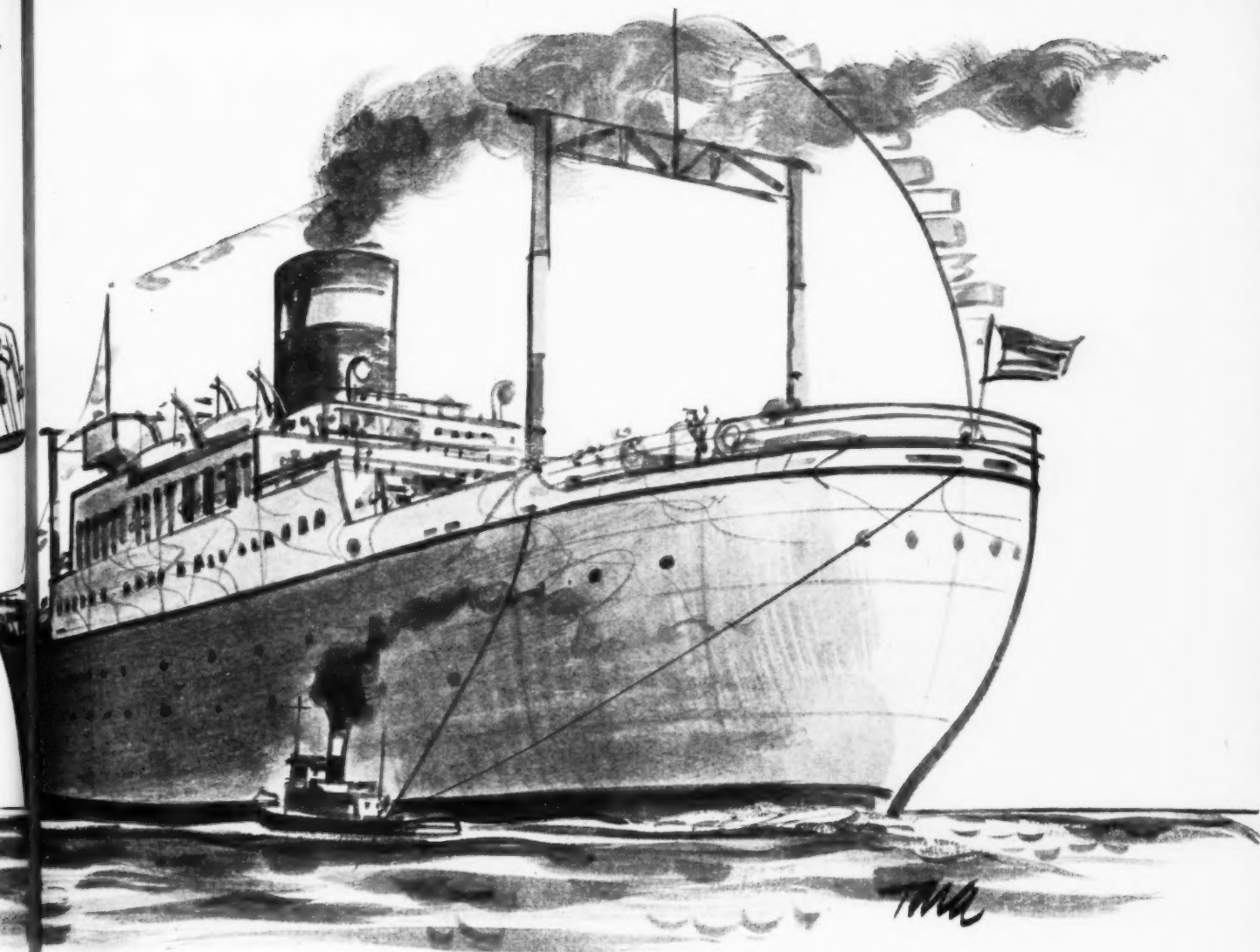
The Nation's Greatest Regional Network

LEWIS ALLEN WEISS, *President*

WILLET H. BROWN,
Executive Vice-President

SYDNEY GAYNOR, *Gen. Sales Mgr.*





ONLY DON LEE DELIVERS BOTH PACIFIC COAST MARKETS

	"INSIDE"	"OUTSIDE"	"INSIDE" AND "OUTSIDE" COMBINED
Population	9,206,100	4,427,600	13,633,700
Radio Families	2,772,500	1,280,000	4,052,500
Retail Sales	\$10,836,386,000	\$4,013,687,000	\$14,850,073,000
Buying Income	\$16,489,781,000	\$5,575,847,000	\$22,065,628,000

REMEMBER: In addition to coverage facilities in the "Inside" market equal to those of any other network, Don Lee has 100% more coverage facilities for the "Outside" market than all other Pacific Coast networks combined. Don't miss the boat on the Pacific Coast—buy Don Lee!

Mutual
DON LEE
BROADCASTING SYSTEM



1313 NORTH VINE STREET
HOLLYWOOD 28, CALIF.

Represented Nationally by
JOHN BLAIR & COMPANY

NOW! *A* Personal Refrigerator

FOR YOUR OFFICE AND AN IDEAL



Gift
For your
CHOICE
CUSTOMERS

The Handsome
NEW

Artkraft*
BEV-ETTE

Smartly styled and finished in executive brown to harmonize with the finest office or home furniture, the ARTKRAFT BEV-ETTE is a full size 3½ cubic foot refrigerator. Ample ice cube capacity. Designed to accommodate standing bottles, large and small, plenty of snacks, etc. Can be Locked.

Artkraft* Manufacturing Corp

1000 Kibby Street, Lima, Ohio, U.S.A.

Please send Special Gift Price on () ARTKRAFT BEV-ETTE Refrigerators. (Literature with specifications will be enclosed).

Name

Street

City



**QUALITY PRODUCTS FOR OVER
A QUARTER CENTURY**

"MOSCOW CALLING, Mr. Carter"



Whether it's Moscow, U.S.S.R., or Moscow, Idaho . . . your important phone calls to or from *anywhere* may now be recorded on SoundScriber . . . the electronic disc dictation equipment that records your letters, reports, instructions, telegrams and memos on unbreakable, lightweight discs that are *permanent* records. They're mailable and fileable, too.

Now . . . no more scribbled notes of delivery promises, price commitments, shipping instructions, specifications. And with SoundScriber automatic Discopying you may make as many duplicate "live-voice" copies of your original recording as required . . . for confirmation, or as confidential information to department heads or agents in the field.

Mail the coupon, *today*, for your copy of "Let SoundScriber Remember!"

SOUNDSCRIBER

Trade Mark

ELECTRONIC DICTATING AND RECORDING EQUIPMENT

The SOUNDSCRIBER CORP., Dept. SM-10, New Haven 4, Conn.

Send me my copy of "Let SoundScriber Remember!"

NAME

ADDRESS

CITY STATE

Speakers Pan and Praise Direct Mail At Convention

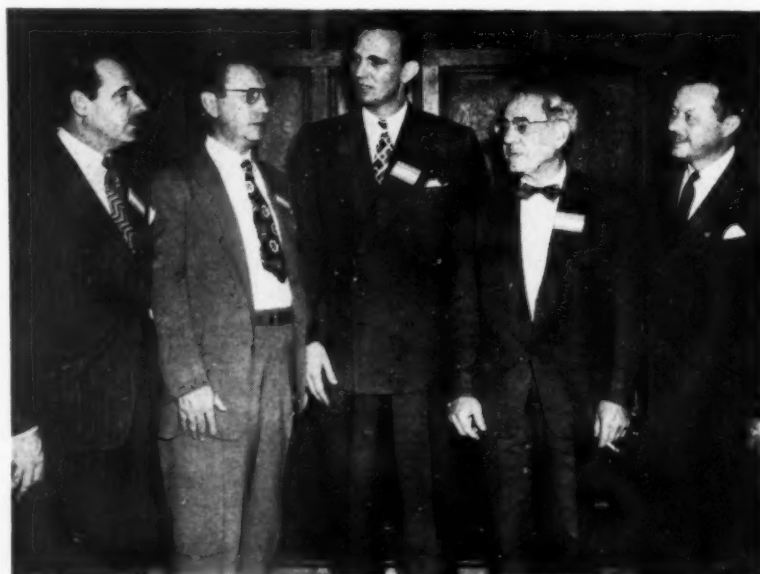
Tough friendly critics tell how to plan it better, tie it up closer with selling, improve its lists and manners to make it the low-cost, rifle-shot force it really can be—Dale Ecton of Trans World Airlines is DMAA president for 1949.

Direct mail advertising took some beatings along with the boosts at the 31st annual conference of the Direct Mail Advertising Association in Philadelphia Sept. 29-Oct. 1 . . . beatings for waste due to ineptitude and lack of planning; boosts for the rifle-shot effectiveness of *good* direct mail properly integrated with advertising and sales operations. In spots the three-day program certainly was not namby-pamby. The obvious effort was to make it constructive. Several hundred practitioners were there to learn more about the convention theme: "Planning for Profitable Direct Advertising in 1949." Those who listened learned.

Between general and technical discussions, DMAA chose Dale Y. Ecton, Trans World Airlines, Kansas City, Mo., as president, named 78 "Best of Industry" winners with exhibits in that number of industry classes and 44 winners of merit

awards—the selections having been made by a committee chairmanned by Ellis G. Bishop of Royal Typewriter. They presented a bronze plaque to Nelson B. Wentzel, Deputy Third Assistant Postmaster General to honor his 42 years with the U. S. Post Office Department, but failed to pick a city for the 1949 convention because of hotel congestion in Milwaukee, the place which was to have been the choice.

The first beating was administered by Arthur H. Motley, president of Parade Publication, who, gaining and holding rapt attention, told the direct mail men, "Too many of you practitioners don't savvy the techniques of your own business." He said they line up too closely with advertising instead of selling. He urged them always to remember direct mail is a good selling door-opener but it must look and "act" like a good salesman winning his way to the customer's



HAIL THE CHIEFS: Direct Mail Advertising Association officers for 1949, left to right—Canadian Vice-President Harry E. Foster of Harry E. Foster Agencies, Ltd., Toronto; Secretary-Treasurer A. M. Sullivan of Dun & Bradstreet, Inc., New York; President Dale Y. Ecton of Trans World Airlines, Kansas City; American Vice-President Harry A. Porter of Harris-Seybold Co., Cleveland. At extreme right is the new executive director, Frank Frazier, who joined DMAA in August.

interest—which no sales man could do by smashing in with bizarre bragadoccio. Its frequency of calls should be fixed by times when it has something to say of value to the prospect. It should give a prospect only as much as he can absorb at one time. It should forever tell what's for sale. And it should ask for the order in a pleasing and interesting manner.

He said direct mail, carefully planned and always based on good selling principles, has tremendous power. As an illustration, he cited the letter campaign from Americans to Italians last spring at Italy's election time. It won Italy from the communists—the one real diplomatic victory for the United States since the war.

A lot of the \$750,000,000 spent in a year for direct mail is wasted because so much of the "stuff is badly aimed, inadequately executed and therefore headed for the waste basket," according to Edwin F. Thayer, president of *Tide*. Said he: "There is nothing for it but to sharpen our pencils, cut out the needless frills and zany tricks and measure every piece we turn out on the basis of whether it contains genuine cus-

tomers benefits and whether it is adequate for its specific job."

Using aerial bombing terms, Arthur C. Kaufmann, executive head of Gimbel's Philadelphia store, said too much direct mail tries to do a saturation instead of a pinpoint job and therefore is wasteful. He urged men in the business to adopt the slogan: "Don't Misuse Advertising." Also he thinks direct mail seldom does—but always should—help continuously to carry out the public relations policies of companies that use it.

Listen Only To Experts

A few speakers—principally practitioners—frankly admitted there are not many experts working in the direct mail field. Gordon James, Jr. of Shell Oil said the few there are ought to be given a full chance, and less attention should be paid to those with flashy, crackpot ideas. "Direct mail," said he, "is local advertising of the lowest cost but it must be based on sound philosophy. Know what you are doing and then keep it up." Shell tries to do that; then trains its salesmen to teach dealers how to use the material.

The great power of direct mail is its impact, said Don Bauder of E. I.

DuPont de Nemours & Co. Finishes Division. He fixed the idea in listeners' minds by adding that the six letters of the word mean direct mail is *informative* by telling plenty; its results are *measurable* quickly; it is *personal*, gets *attention*, *concentrates* on real prospects and can be so quickly prepared that it has *timeliness*.

Harry J. Deines of Fuller & Smith & Ross advertising agency wondered why so much direct mail falls flat when it is the most pre-tested advertising medium of all. He thought maybe it is because users often forget three principles in deciding *when* to employ it: (1) when you have something to say; (2) when you have a better-than-average list of prospects for what you have to sell; (3) when you can do a professional job of selling in a mail campaign. He wound up: "I get a lot of direct mail pieces. Not one in 100 that I see rouses me to do anything. This may be because they seldom seem to *mean* anything to *me*."

Direct mail shouldn't be "a separate thing by itself"; it should be integrated with sales and advertising, according to John B. Mannion of Austenal Laboratories, Inc. He asked



**NORTH, SOUTH, EAST OR WEST
MAYFLOWER ALWAYS SERVES
... YOU BEST! ...**

• That's because Mayflower Service is available to or from all points in all 48 states (to and from Canada, too!) . . . Also because Mayflower has developed and perfected America's finest long-distance moving service . . . and standardized it to serve you and your company's employees *everywhere!* No matter where you're making a move, you know you're *buying the best*, and can count on *getting the best*, when you buy Mayflower!

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



AERO MAYFLOWER TRANSIT COMPANY • INDIANAPOLIS,

his hearers to think: Does my direct mail put my product in the best light? Does it make our dealers value their franchises more highly? Does it give new inspiration to our older salesmen? Is it based on good, solid objective research? Have I a good system of handling inquiries? Does my stuff use a basic, not a superficial, selling idea? Most of all, are my lists adequate and constantly improved?

Maxwell C. Ross, subscription manager of *Look*, urged constant and intensive research before starting any mail campaign in order to find out how many people will buy the product at what price, to learn regional and sectional preferences, to find the effect of weather and seasons on prospects' responses, to determine what colors and foldings and classes of mail will work best. "But," he warned, "test

for only one thing at a time. Otherwise you'll run into confusion."

Points to Remember

Many other do's and don'ts were offered by speakers. Some were these: Catalogs get far better attention if preceded by a letter. Make direct mail pieces appeal to your prospect, not necessarily to yourself. Work hardest on list-making for that's more important than copy and art and cute ideas. Find out where you can afford to sell. Check your mail and telephone calls to add good names. Dig to learn all about every name on your list so that you're not just mailing to "all vice-presidents" but only to vice-presidents who could have an interest in your product. In list-building, don't forget to use lists from publications, trade directories, credit

rating books, governments both national and local. Even watch obituary columns to reduce dead wood.

One pearl from the collection of suggestions: Direct mail should not tell so much about what *goes into* a product as it does about what the prospects can *get out of* it.

Not enough dollars of 1948 value are spent for advertising by a good many companies these days, said L. Rohe Walter of Flintkote Co., because they are thinking in terms of 1939 dollars. Such companies should remember that they are spending "65-cent dollars" while the costs of photo-engraving, printing and attendant items have risen from 75% to 150%. He pointed out that whereas net sales of products since 1939 have about tripled dollarwise and doubled in units, advertising appropriations have

Make Your Choice in Politics But..



1. Gary is the principal shopping and amusement center for Lake and Porter counties.

2. Gary is now the second largest city in Indiana, with a population in excess of 135,000.

3. Gary, next to Milwaukee, is the largest city within a 100-mile radius of Chicago.

Sales Management's Survey of Buying Power for 1947, reports net effective income for Lake and Porter Counties as more than \$500,000,000. Excluding Marion County (Indianapolis), no other two adjoining counties in Indiana equal these for buying power and income.

Are You Hitting Them on the Button Or Swinging Over Their Heads?

In the Gary Trading Area, with a population in excess of 200,000, this newspaper has a home delivered penetration, six evenings a week, of more than 95% of the families in the city zone. More than 80% average for the entire trading area. No other medium even approaches our influence and penetration in the Gary Trading Area, and our coverage in the area is more than double that of all Chicago dailies combined.

For Best Results ADVERTISE ADEQUATELY in Newspapers.

Depending on Chicago newspapers for advertising influence and effectiveness in the Gary Trading Area is like trying to pick up a dime while wearing mittens.

For barehanded effectiveness in picking up sales, advertise in

THE GARY POST-TRIBUNE
GARY'S ONLY NEWSPAPER

The newspaper with one of the most productive PULLINE* rates in America.

*PULLINE measures results when you advertise in THE GARY POST-TRIBUNE.

National Advertising Representatives

BURKE, KUIPERS & MAHONEY, Inc.

New York • Chicago • Atlanta • Dallas • Oklahoma City
Los Angeles • San Francisco



Published at
386 Fourth Ave., New York 16, N. Y.

WHAT IS YOUR NO. 1 HEADACHE ?

Is it the price of your product ?

As the volume of demand approaches the volume of goods available the question of price looms larger and larger.

If the price you have fixed is more than Mrs. Consumer will pay, will advertising persuade her?

Have you been deciding the price of your radios by the cost of raw material plus hours times the hourly rate, with additions for overhead and profit? Suppose the answer is more than Mrs. Consumer will pay?

Some smart manufacturers this month are sending crews of trained interviewers into sample areas. They are explaining the advantages of This Radio and finding how much Mrs. Consumer will invest in an instrument of that quality.

With enough facts on hand Top Management can decide which of three pills he should take to relieve his headache.

1. Cut the quality?
2. Reduce the price?
3. Increase the sales promotional effort and advertising?

The services of National Analysts can be useful to you in digging up facts on which your decisions may be based.

A conference in your office or ours costs you nothing. It may mean the difference between profit and loss for your business.

NATIONAL ANALYSTS, Inc.

WASHINGTON

PHILADELPHIA

SAN FRANCISCO

EXECUTIVE OFFICE • 1425 CHESTNUT ST. • PHILADELPHIA 2, PA.

A Complete Marketing and Research Organization with National Coverage

gone up only 25-35%. He concluded: "If advertisers are to get more from today's advertising dollar, they must make sufficient dollars available to do an adequate job."

Public relations veteran John Orr Young—saying he had just come indoors from sitting on the very Philadelphia park bench on which he and Raymond Rubicam years ago planned the start of Young & Rubicam advertising agency—made a strong appeal for more advertising that sells America to Americans. He proposed that every direct mail piece and every advertisement carry at least one phrase promoting free enterprise and better management-labor relations. For example: "Only in America can you buy a car like this, at a price like this, made by men like these."

In addition to President Ecton—succeeding Charles B. Konselman of A & M Karagheusian, Inc., who becomes chairman of the Advisory Committee—the DMAA officers for 1949 are: Harry A. Porter, of Harris-Seybold Co., American vice-president; Harry E. Foster of Harry E. Foster Agencies, Ltd. of Toronto, Canadian vice-president; A. M. Sullivan of Dun & Bradstreet, Inc., secretary-treasurer. Three new directors are: Alice Honore Drew, advertising consultant, Forest Hills, N. Y., L. T. Alexander of E. I. DuPont de Nemours & Co., Inc., Wilmington, Del., and James E. Brundage of Bismarck Hotel, Chicago.

Plastics Industry Defines Terms

Would you buy a lot of "fabric" dresses? Of course not! Fabric is a family name for many different kinds of materials. So you'd want to know whether the dress is wool, cotton, or rayon. But many plastics, differing as widely as wool does from cotton, are being sold under the family name, plastics.

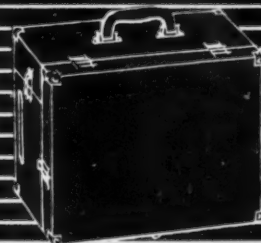
Department store buyers were quick to see that the word plastics is comparable to wood and textiles in describing basic types of materials. The search for additional information hasn't been easy for these buyers.

To meet their needs, the Plastic Materials Manufacturers Association, Inc., Tower Building, Washington 5, D. C., has just released for free distribution a handbook, "How to Buy and Sell Plastics." It's arranged for use by retailers.

The handbook discusses each of the 11 general classifications of plastics in language the retailers can readily understand.

SALES MANAGEMENT

The Finest in Portable Tape Recorders



WEBSTER ELECTRIC
Ekotape
RECORDER-REPRODUCER

WEBSTER ELECTRIC COMPANY
RACINE, WISCONSIN, U. S. A.



- Superlative Tone Quality
- Faithfully echoes speech, music, and sounds
- Simplified threading; dependable operation
- Absolute freedom from wow or flutter
- Dual channels of amplification
- Large high quality speaker

- Fast forward and rewind speeds
- Tape starts and stops instantaneously
- Positive dual erasing feature
- Electronic Recording Volume Indicator
- Separate bass and treble tone controls
- Uses any standard magnetic recording tape

SEE OTHER SIDE FOR IMPORTANT DETAILS → → →



WEBSTER ELECTRIC

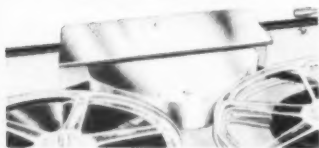
Ekotape

The Finest in Portable Tape Recorders

Designed to Meet Users' Requirements

Before the "Ekotape" was put into production, Webster Electric Company representatives interviewed hundreds of educators, professional and business men who used recorders in their work, to learn what they needed and wanted in a recorder. The "Ekotape" recorder was designed to meet the requirements of these experienced users. Pilot models were submitted to users, and changes were made and features

SIMPLE THREADING



were added to make the "Ekotape" the most convenient, the most simple to operate, the highest quality, most desirable recorder of its type available.

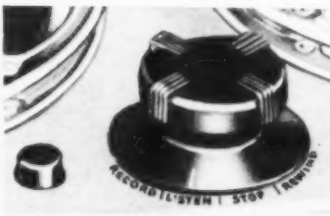
Superlative Quality

Tone quality was the major requirement in designing the "Ekotape." Webster Electric Company has been in business for nearly forty years, and has achieved an enviable reputation for the high quality and superlative tone quality of its electronic intercommunication and sound equipment.

Therefore Webster Electric Company engineers *know* how to get this tone quality. The "Ekotape" has a large amplifier, with dual channels of amplification—one channel designed especially for recording, the other for listening. It has precise control of recording volume, and an electronic recording volume indicator. It has separate controls for listening volume, and for bass and treble tone. The large 8-inch speaker supplies ample power and volume without overloading. An oversize motor with high inertia flywheel assures even tape speed without flutter or wow. Tape stops and starts instantly—no "coasting" past desired point—not a word is lost—permitting precise cueing.

Many Desirable Features

The "Ekotape" provides many desirable features that add versatility, and convenience, simplify operation, and help assure recording quality and excellent listening tone. The Control Knob switches circuits and con-



trols tape speed and movement. A recording safety button, which must be depressed while control knob is being turned to the RECORD position, prevents accidental erasing.

Two input jacks, for high level and low level, permit making quality recordings from a microphone, or direct from a radio tuner or other recordings. Fast Forward and Fast Rewind save time, and make it easy to locate any desired section of a recording quickly. The Fast Forward Lever is interlocked with the LISTEN position of the control knob so that the operator can instantly drop tape back to listening speed to recheck the position of the tape. A recording time indicator scale is an added convenience for cueing. No maintenance and no lubrication; simple, dependable operation; rugged construction for long, hard use; handsome, strong carrying case with compartments for microphone, cords, and three reels of tape.



\$395⁰⁰

f. o. b. Racine, plus any sales or other applicable taxes

including carrying case; crystal microphone with detachable base for table or hand use; line cord and plug; one 30-minute reel of standard magnetic recording tape included.

Available Through Authorized "Ekotape" Dealers

For name of nearest dealer, get in touch with the Webster Electric representative in cities listed below or phone or write direct to Webster Electric Company, Racine, Wis.

(Webster Electric Company of Racine, Wisconsin, is the manufacturer of "Teletalk," "Telepage," "Telespatch," "Telehome," and other sound and intercommunication equipment; of "Featheride" phonograph pickups and replacement cartridges; and of the "Ekotape" Recorder. Webster Electric Company of Racine, Wisconsin has no connection with any other company with any similar name.)

WEBSTER ELECTRIC



RACINE

WISCONSIN

Established 1909

Export Dept. 13 E. 40th St., New York (16), N. Y. Cable Address "ARLAB" New York City
"Where Quality is a Responsibility and Fair Dealing an Obligation"

Webster Electric Company representatives are located in these cities:

Boston	Philadelphia	Racine	Kansas City	Dallas
New York	Pittsburgh	(general	Des Moines	Houston
Long Island	Cleveland	offices)	Denver	Los Angeles
City	Detroit	Milwaukee	Atlanta	San Francisco
	Chicago	St. Louis	New Orleans	Seattle

MAIL THIS COUPON TODAY FOR FULL INFORMATION

Webster Electric Company, Racine, Wisconsin

SAM

Please send me literature fully describing the new "Ekotape" recorder-reproducer.

Name

Organization

Address

City.....Zone.....State.....

If a dealer, please check here ☐

Readers' Service Can Furnish These Reprints

A complete bibliography of reprints currently available. Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

87—How and Why U. S. Rubber Adopted Conference Training for Salesmen, by A. B. Ecker. (Price 5c)

89—A Selected List of Information Sources for the Business Man, by W. C. Hansen. (Price 10c)

95—GI Joe Asks "Shall I Seek a Career in Selling After the War?" by Burton Bigelow. (Price 5c)

101—Security, Opportunity, Recognition: Basic Factors in Salesman's Morale. (Price 5c)

103—A Time-Saver List of Sources for Maps for Sales Executives. (Price 10c)

104—Psychologists Answer Moot Questions About Aptitude Testing. (Price 5c)

105—Nineteen Questions About Aptitude Testing. (Price 3c)

106—The Job of the Advertising Department. (A Chart) (Price 5c)

107—The Job of the Sales Departments. (A chart) (Price 5c)

108—How to Keep Out of Hot Water in Writing Salesmen's Contracts, by Leo T. Parker. (Price 5c)

109—Legal Angles to Watch in Your Contracts with Sales Agents, by Leo T. Parker. (Price 5c)

110—A Four-Pronged Plan for Recruiting The Post-War Selling Force, by Harold D. Laidley. (Price 5c)

112—Six Sound Reasons Why You Should Use a Patterned Interview in Hiring Men, by Robert N. McMurry. (Price 5c)

113—How to Hold a Press Conference—A Primer for Management Men, by James W. Irwin. (Price 5c)

114—The Returning Veteran: Will He Make Sound Sales Timber? (Price 5c)

115—Fourteen Keys to the Building of Better Sales Presentations, by Harry Singer. (Price 5c)

116—Frame Your Compensation Plan to Encourage More Selective Selling, by Kevin J. Solon. (Price 5c)

117—A Selected Reading List for Professional Salesmen, by James Bender. (Price 5c)

118—New Management Patterns to Meet Tomorrow's Scramble for Sales, by Burton Bigelow. (Price 10c)

121—The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion? A portfolio of the 19-article series by James C. Cumming. (Price 25c)

122—Careers in Sales—What Have They to Offer to Youth? (Price 5c)

124—What Type of Salesman Makes

the Biggest Hit with Buyers? by Norman R. Catharin. (Price 5c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

128—A Portfolio of Sales Control Forms. (Price 10c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

130—How to Spot, Appraise and Spike Grievances Among Salesmen, by Robert N. McMurry. (Price 5c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Edwin G. Fleming. (Price 5c)

132—How General Foods Gives Management Training to Top Executives, by Austin S. Igleheart. (Price 5c)

133—Shall We Display and Advertise Price? Public Says "Yes!" (Price 5c)

136—Two Dozen Ways to Put an Audience to Sleep, by Dr. James F. Bender. (Price 5c)

137—What's Behind Today's Trend Toward Decentralization, by John Allen Murphy. (Price 10c)

138—How to Increase Sales Through Better Media Selection, by Arthur Hurd. (Price 25c)

139—Sour Notes in Our Selling English. (Price 5c)

140—Shortages Are Major Influence In Present Grocery Purchasing Habits, by A. R. Hahn. (Price 5c) (1947.)

141—Signposts on the Road to Success-

ful Selling, by W. D. Molitor. (Price 5c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

144—A Current Reading List for Sales Executives and Salesmen. (Price 25c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

146—New Applications for Market Research. (Price 25c)

147—Underpinnings for Practical Sales Training. (Price 5c)

148—Five Principles Behind Effective Sales Training. (Price 5c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

150—Labor-Management Harmony: Can Selling Catalyze It? (Price 5c)

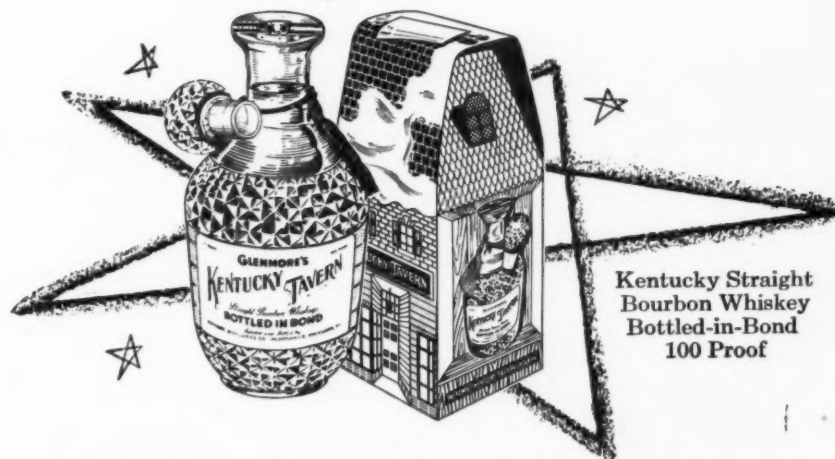
151—Where Will Profits Come From? by A. J. Gallagher. (Three articles.) (Price 50c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

153—A Heart-to-Heart Talk with Salesmen About the Company's Advertising by E. A. Gebhardt. (Price 5c)

154—Ideas for Solving Your Biggest Post-War Problem: The Training of a

The Answer to your Company's Holiday Gift Problem!



Kentucky Straight
Bourbon Whiskey
Bottled-in-Bond
100 Proof

The Famous KENTUCKY TAVERN Decanter

Selecting a welcome gift for your company's customers and friends is easy. Send them famous Kentucky Tavern Decanters. Cleverly and colorfully packaged, brimming with good

Kentucky Tavern—The Aristocrat of Bonds, here is a gift that will be received with pleasure, a gift you can bestow with pride . . . available wherever fine whiskies are sold.

GLENMORE DISTILLERIES COMPANY • LOUISVILLE, KENTUCKY



★ Yes, money grows on trees at the TOP of the South! For instance, the apple and peach crop in this section on a two-year average added \$59,868,000 to the annual income of our farmers. The rich earth of the six states served by THE SOUTHERN PLANTER sprouts a 2 billion dollar yearly farm business. It increased 11% more in a six-year period than did the national farm income—proof that farmers in SOUTHERN PLANTER LAND are really TOP men in their business. This rich earth supports a highly diversified, sound and stable agriculture where 80.7% of the farmers own the very land they work and on which they live.

There is plenty of ready cash here and more is being made every season. You will find a never-ending market among the families of the more than 300,000 subscribers to THE SOUTHERN PLANTER—a market you can rely upon for generations to come. TOP farmers at the TOP of the SOUTH have been relying on the word of THE SOUTHERN PLANTER for 108 years. Put your good word in its pages and enjoy the fruits of the "tree that grows in SOUTHERN PLANTER LAND."

THE SOUTHERN PLANTER, Richmond 9, Va.

441 Lexington Ave., New York 17

333 N. Michigan Ave., Chicago 1

West Coast Representative: SIMPSON-REILLY, LTD.

Los Angeles, San Francisco, Seattle

SERVING THE TOP FARMERS AT



The SOUTHERN PLANTER

America's Oldest Farm Paper — Established 1840

More farm families in this area read The Southern Planter than any other farm paper.

Hard-Hitting Sales Force. (A portfolio of 12 articles.) (Price 5c)

155—Morale in the Sales Force: What Can We Do To Keep It Healthy? by R. L. Cain. (Price 5c)

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

157—Self Appraisal Test for Sales Managers. (Price 5c)

158—Primer on Prize Contests by Frank Waggoner. (Price 5c)

159—Does It Pay to Repeat an Ad? Tests Say "Yes". (Price 5c)

160—National Brands Now Get Full Recognition in Kroger Chain. (Price 5c)

161—Why I Lost That Order. (Price 5c)

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

163—Bigelow-Sanford Pay Plan Teams Salary with Two-Way Incentive. (Price 5c)

164—How To Sell To Dealers by W. C. Dorr. (Three articles.) (Price 20c)

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants by Lewis Llewellyn. (Price 5c)

166—65% of the Men We Hire Now Stick and Succeed by George L. Todd. (Price 5c)

167—The Passion for Inquiries by Cheltenham Bold. (Price 5c)

168—What Kind of College Training for Careers in Sales? by Robert S. Wilson. (Price 5c)

169—ABC's of Effective Sales Training by William Rados. (Seven articles.) (Price 50c)

170—How to Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 10c)

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

173—So You Have a New Product! Now How Are You Going to Sell It? by John Allen Murphy. (Three articles.) (Price 10c)

174—The General Foods Check List For Development of New Products by Richard H. Moulton. (Price 5c)

175—Unionization of Salesmen: What conditions breed it? What happens after it's a reality? (Price 50c)

176—How 1,014 College Seniors Rate Selling Work as a Career. (Price 5c)

177—A Current List of Selected Information Sources. (Compiled under the direction of Peter B. B. Andrews.) (Price 25c)

178—Cost of Keeping Salesmen in the Field Rises 40-50% Since 1939. (A new survey.) (Price 10c)

179—The Sales Budget: Blueprint for More Efficient Marketing. (Price 25c)

180—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 20c)

SALES MANAGEMENT

In Pittsburgh you can

Route Your Advertising
as you Route your Salesmen



... and cover the
WHOLE 3,000,000

Major in
Pittsburgh's
POST-GAZETTE

BY FAR THE LARGEST CIRCULATION OF ANY PITTSBURGH DAILY NEWSPAPER

Routing your ads as you route your salesmen is as basic as mark-ups in pricing! As vital as rain is to wheat! And as normal as church on Sunday! But it's so hard to do in some markets—and too expensive in others!

Yet it's so easy and economical in Pittsburgh—with Pittsburgh's Post-Gazette! The Post-Gazette double-teams with your salesmen perfectly in selling the million central city people . . . then travels along singing the same selling song to the two million more who live in and around the neighboring 144 cities and towns of 1,000 to 75,000 population.

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

OCTOBER 15, 1948

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Soft Music and Sales Talk: a Report on Storecasting

BY ETNA M. KELLEY

It's a vocal point-of-sale aid which has spread into 300 Eastern super markets. Soothing commercials are super-imposed on music from local FM stations, and piped via speakers to key store locations.

By the time this article is published, women patrons of over 300 super markets will shop to the accompaniment of music, interspersed with spoken commercials—a kind of vocal point-of-sale aid.

Storecast Corporation of America, the organization which signs up both sponsors and stores for this service, expects it to be national in scope some time in 1949. In the past, sound has been piped in through telephone wires, but newer installations are part of local FM systems—which is more satisfactory to all concerned. About 50 one-of-a-kind products are being advertised through the commercials, sponsors including such large firms as Borden, Cudahy, General Foods, Heinz, Libby, Schaefer Beer, Swift, and Wilson.

Music-While-You-Shop

Stanley Joseloff, president of Storecast, had been working on a "music-while-you-shop" plan since 1941, but shortage of telephone lines and loud speaker mechanisms forced him to give it up during the war period. When conditions permitted, he started the project once more, and

two years ago had it going in 120 First National Stores in Connecticut and Massachusetts. Later, 100 American Stores and Baltimore Markets in Philadelphia were added, and 100 of the National Tea Stores in Chicago will be part of the system this October, with FM fixed-frequency receivers. Programs will also go into all FM homes in the area, as a bonus to advertisers.

Merchandising Aids

There is more to the service than the piped-in music and commercials. The organization sends field men to visit participating stores at least once every two weeks, to check stocks of advertisers and their displays. Special display material is furnished to stores willing to use it, tying in with the commercials. These merchandising men make written reports both to store managers and to the regional Storecast manager.

Executives of the company had to eliminate quite a few "bugs" before the service suited them. It was found, for example, that techniques quite different from those of radio were needed for best results. Announcers

must not only have pleasing voices, but they must be able to read their commercials in an easy manner, and at a slower pace than is usually considered desirable for radio. Copy is short and factual, steering clear of shock techniques.

No "Startling" Announcements

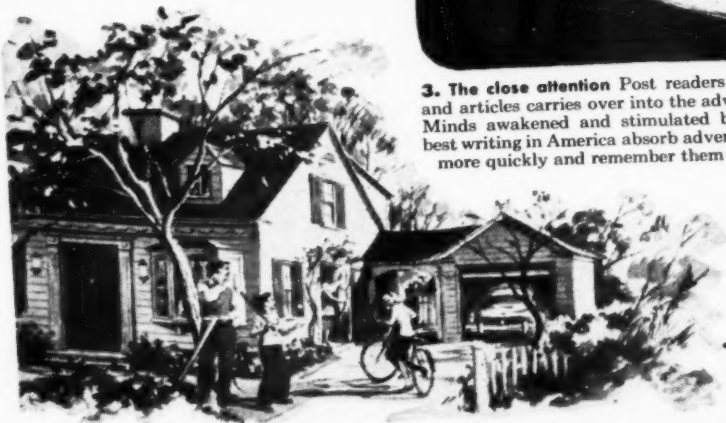
The advisability of refraining from "startle - the - hearer" announcements was learned through experience. There was, for example, the stopper lead-in, "Madam, is that your car parked outside?" Women heard, then stiffened with fear lest they had mis-parked, or Junior had released the brake, or other misfortune befallen their cars. They were in no mood to heed the suggestion, following the stopper, that "now's the time to fill it (the car) with several cases of delicious, refreshing Millbrook Club Soda." Present copy is short, running to no more than 40 to 50 words. It emphasizes the brand, but often does not start with the brand name. Example: "You'll never know how good soup can be till you taste the wonderful difference in HEINZ CREAM OF TOMATO . . ."

What makes ads in the Post so interesting?

1. Almost everything your family buys—the foods you eat, the car you drive, the labor-saving appliances you own—first appears on the pages of The Saturday Evening Post. Just read through this issue. Note how many different products and services there are. And how much exciting and useful information you find that's of interest to Mother, Dad—and youngsters, too.



2. When an intelligent person reads a good advertisement, it becomes a better one. That's what happens when people read the ads in the Post. For Post readers are more alert than the average and their curiosity is greater.



3. The close attention Post readers pay to stories and articles carries over into the advertising pages. Minds awakened and stimulated by some of the best writing in America absorb advertising messages more quickly and remember them longer.

4. People believe in the Post. They have learned to have confidence in the products they see each week on its pages. Most of the names on the things you buy are brand names you first met in the Post. Many of these ads appear in no other magazine.

5. Interesting families are made up of interesting people—individuals seeking a broader life. The kind of people whom you so often hear say, "I like to read the ads in the Post."

Toward a better understanding of what advertising is—and does

THE SATURDAY EVENING
POST

Another in the continuing series of advertisements which help explain the fundamentals of advertising, appearing in
THE SATURDAY EVENING POST
—America's most effective and productive advertising force



ATTENTION to printed selling is gained by a striking combination of art, message and fine printing —but the first impression is made by the paper you choose to carry your selling message. Wise buyers of printing rely on the finishing touch of Oxford Papers . . . in any one of many fine grades . . . to command attention for their sales-in-print.

OXFORD PAPERS

230 Park Ave., New York 17, N. Y.



DISTRIBUTORS IN 48 KEY CITIES, COAST TO COAST



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Experimentation was also necessary to discover the right volume to be heard above the store's normal noise level, without distracting shoppers. The solution was the use of many loud speakers—as many as 75 in a large store, each transmitting sound clearly to the immediate surrounding area. Speakers are concealed under bins and throw sound to the shelves, which reflect it back to the ear level of the shopper. There are no speakers in the meat section, to interfere with conversations between shoppers and personnel; nor at the cash station, where jangling of cash registers would mar reception.

Trial-and-error methods were also used to determine how long listening periods should last and how often they should be scheduled. The present system, pleasing to most shoppers, provides a grouping of music followed by a grouping of announcements, and so on, alternately.

Renewals Average 80%

The company is proud of its record with sponsors, renewals averaging 80%. There would be more than 50 products advertised were it not for Storecast's decision to accept only one of a kind—one laundry soap, one cooked cereal, one dog food, etc. Each product is advertised 24 times a week. That sponsors like the system seems apparent from the fact that General Foods started with one product and now has seven represented; Swift went from one to four; Libby from one to three.

Sponsors may buy full-time or half-time participation, with the minimum contract running 26 weeks. Rates vary with the number of customer-listeners in a participating chain. Full-time coverage in the 120 First National Markets in New England is quoted at \$105 per week for each product. The advertising agency discount is the usual 15%. Storecast executives feel that they are offering an entirely new medium, which does not compete with, but rather supplements, other advertising media.

During the past two years, Storecast and its advertisers have been active in measuring results. Since not all stores in any given chain participate, it has been possible to measure increased volume in the stores that furnish music, and the figure is set at 5%. The average sales increase for Storecast-advertised products during the past year is said to be 65%, with some products doing better. Sales of Swift's Meats for Babies in First National Stores in New England increased 100% in comparison to volume in stores in the same area without Storecast.

Shoppers' reactions have also been studied. Through interviews, First National found that 87% liked the music, while 7% were indifferent and 6% did not like it. Commercials were said to be useful by 66%, their chief value being that of a reminder. (It had been noted that women often forfeited their coveted places in the check-out line to go back and pick up something they had just heard mentioned in a commercial.)

The entrance of FM into the picture should speed the spread of this

new advertising medium. It will solve the problem of interference from various sources and static, which afflicts other radio reception. The music furnished will be the background variety, easy to read by and work by, as well as to shop by. Stanley Joseloff, Storecast's head, says that is what shoppers want—clear melody, mostly strings with little brass, no vocals—the kind that people like to hum.

Storecast executives believe their system will expand and develop.

A Queen, A King And A Knight!



John S. Knight, president and editor of the Akron Beacon Journal and publisher of the Knight Newspapers, smiles with pride as he appears with Jean Chappellear, left, and Donnie Strub, right. Jean is Beacon Journal spelling champion who also brought home the national crown and Donnie is Beacon Journal Soap Box Derby champion who also won the All-American title.

A newspaper that sponsors national champions commands the attention of buyers. The Akron Beacon Journal excels in both.

AKRON BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER

REPRESENTED NATIONALLY BY: STORY BROOKS & FINLEY

Only AIR EXPRESS gives you all these advantages

A combination you don't get
with other air-shipping methods

1. Special pick-up and delivery *at no extra cost*. Your shipments are picked up promptly when you call; fast delivery to consignee's door.
2. You get a receipt for every shipment, and delivery is proved by signature of consignee. One-carrier responsibility. Complete security.
3. Assured protection, too—valuation coverage up to \$50 without extra charge; 10 cents for each additional \$100 or fraction thereof.

These advantages, plus 21 others, make Air Express the best and fastest way to ship. Your shipments go on every flight of the Scheduled Airlines—repair parts, equipment, finished items *keep moving* to where they're needed. Reach any U.S. point in hours. Phone local Air Express Division, Railway Express Agency, for fast shipping action. Specify "Air Express" on orders for quickest delivery.

FACTS on low Air Express rates

22 lbs. machine parts goes 700 miles for \$4.73.
10 lbs. printed matter goes 1000 miles for \$3.31.
30-lb. carton of new fashions goes 500 miles for \$4.61.
Same day delivery in all these cases if you ship early.

SPECIFY
AIR EXPRESS
GETS THERE FIRST



Rates include pick-up and delivery door to door in all principal towns and cities

AIR EXPRESS, A SERVICE OF RAILWAY EXPRESS AGENCY AND THE
SCHEDULED AIRLINES OF THE U.S.

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

The American Economy. By Sumner H. Slichter. Published by Alfred A. Knopf. Price, \$2.75.

Dr. Slichter holds the Lamont University Professorship at Harvard, is a former president of the American Economic Association, a member of the staff of both the Brookings Institution and the Social Science Research Council. He has felt that there was a need for a book which would present an integrated defense of the free-enterprise system. This book is his answer. In six chapters Dr. Slichter deals with labor, inflation, international trade, and the public and industrial policies necessary for increasing production. One chapter of especial interest: "How good is our economy?" There's also a long-term forecast of economic trends—wages, production, credit policies, cost of living.

National Directory of Newspapers. Published by National Advertising Service, Inc. Price, \$3.00.

This is a complete listing of all U. S. newspapers, corrected to August 1, 1948. It contains information about the weeklies, such as national rate, national representative, publisher's name, and market and mechanical data. All dailies are listed and supplements will be issued as regularly as has been the case with the First Edition of the 1948 National Directory of Newspapers.

The Marshal's Baton. By George Taubeneck. Published by Conjure House, Detroit. Price, \$5.00.

How would you like to have 29 of America's top sales executives pay you a visit to discuss your problems or your career? The author of *One Foot in the Door* has pulled off the trick; he collaborated with these 29 specialty sales managers in the writing of the book. *One Foot* was a primer, a refresher course. *The Marshal's Baton*, says author Taubeneck, is post-graduate stuff. Some of the co-authors: W. Paul Jones, Philco; Ray Turnbull, General Electric; Frank Pierce, Ford; D. W. Russell, Chrysler, and George Jones, Servel. Some of the chapters: How to Lower Sales Costs; Stimulating and Assisting the Dealer; Salesmen's Compensation Is Never Settled.

The Modern Law of Advertising and Marketing. By Isaac Watlington Digges. Published by Funk & Wagnalls Co. Price, \$5.00.

Here is a layman's guidebook to the modern law governing advertising and marketing in the U. S., as seen and interpreted by a member of the New York Bar. The author takes up a number of day-to-day legal advertising problems and answers them. He deals also with such subjects as trade-marks, property rights in ideas and copyrights, cooperative advertising, laws affecting radio advertising, etc. There's a foreword by Paul West Brown, president, Association of American Advertisers.

more



POWER

with First 3's

SUNDAY PUNCH

Give your advertising **MORE POWER** in the *Rich Industrial North and East*. **FIRST 3 MARKETS** offers the sections of highest reader traffic in the first newspapers of New York, Chicago and Philadelphia with an average family coverage of 78%.

the group
with the
**Sunday
Punch**

FIRST 3
MARKETS GROUP

New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer

Rotogravure • Colorgravure
Picture Sections • Magazine Sections

New York 17, N. Y., News Building, 220 East 42nd Street, VAnDerbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUPerior 0044
San Francisco 4, Cal., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 13, Cal., 448 So. Hill Street, MICHigan 0578

OCTOBER 15, 1948

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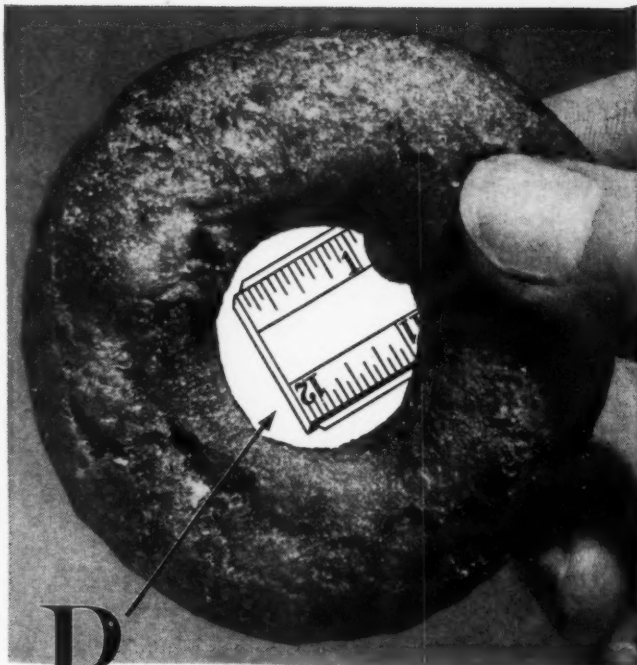
BY TERRY ARMSTRONG

4. Provide management with a

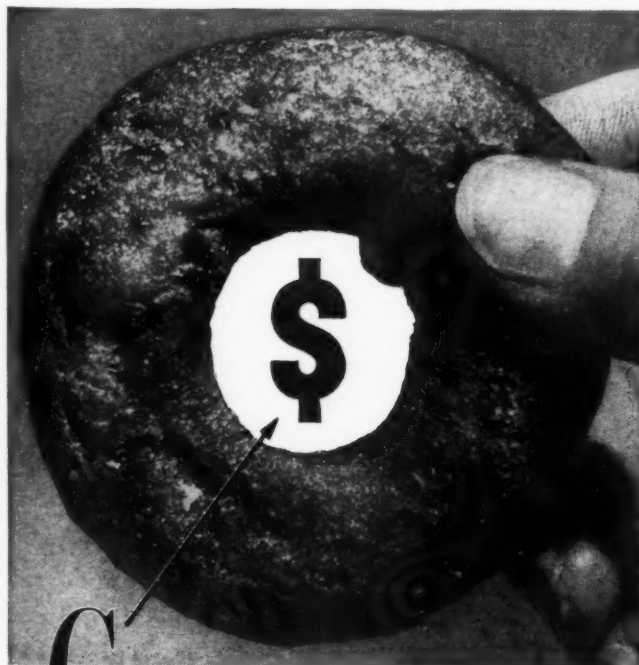
OCT



Are you one of the folks who've been buying Pacific Coast Network coverage on the basis of a plus market that—in reality—doesn't exist at all? Isn't it a little like paying for the hole in the doughnut...and isn't it time you asked yourself how much that hole is costing you?



Broadcast Measurement Bureau studies—on a highly impartial basis—prove that each of the four networks on the Pacific Coast has at least 90% coverage of the *entire* market (ABC has 95%)...whether it's little Lemnecove in the Sequoias' shadow, or big Long Beach.



Call in an ABC representative who has the **WHOLE** story on Pacific Coast network coverage...because we think it's a darned shame for anyone to pay extra for the hole in the doughnut. You'll learn some astonishing truths on the complete picture.

On the coast you can't get away from **ABC**

FULL COVERAGE...In counties where BMB penetration is 50% or better; and by virtue of improved facilities, 94.7% of ALL Pacific Coast radio families (94% of its retail sales) are reached by ABC.

INCREASING AUDIENCE...Every month ABC Pacific is a better buy than the month before. Average evening Hoopers are now 37% over 1945; and morning ABC Pacific has been the top Hooper coast network for 10 out of the last 12 months.

PROMOTION...No other network consistently backs its programs with the intense promotion showmanship that makes ABC's programs talked about and listened to. Good ratings depend on good shows, but ABC does give you the coverage and the promotion that helps boost Hoopers.

AVAILABILITIES...ABC still offers extremely worthwhile Pacific Coast availabilities including: 9:00-9:30 p.m. Sunday, 6:30-7:00 p.m. Thursday, 7:00-7:30 p.m. Saturday.

LOWER COST...ABC brings you all this at a cost per thousand radio families as low or lower than any other Pacific network. No wonder we say—whether you're on a Coast network or intend to be, talk to ABC.

ABC PACIFIC NETWORK

NEW YORK: 30 Rockefeller Plaza • Circle 7-5700
DETROIT: 1700 Stroh Building 26 • CHerry 8321
CHICAGO: Merchandise Mart Building • DElaware 1900
LOS ANGELES: 6363 Sunset Boulevard • HUdson 2-3141
SAN FRANCISCO: 155 Montgomery Street • EXbrook 2-6544



AN AUTUMN DAY HAS IT...

Fresh, exhilarating crispness. The Herald-American has it. That's why more men and women between the ages of 15 and 50* read the Herald-American than any other Chicago evening newspaper.

The mental lift of thought provoking editorials, features that stimulate ideas and reporting that is clear, crisp, concise, give the Herald-American an air of refreshment that appeals to young, up-and-doing Chicagoans.

In the Herald-American, your advertising reaches Chicago's most active market—the young able-to-buy families in the process of accumulation—the largest evening newspaper audience in Chicago.

**A complete analysis of the Herald-American readership, including Age, Sex, Employment, Rentals and Family Status is available to advertisers in a recent study by Alfred Politz Research, Inc. Write for your copy of "Characteristics of Chicago Herald-American Readers." It contains the answer to more profitable coverage of the rich Chicago market.*



CHICAGO HERALD-AMERICAN

EVENING AND SUNDAY—when the whole family is together

EVENING CIRCULATION OVER 500,000—SUNDAY OVER A MILLION

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

SALES MANAGEMENT



Key Man in Washington Plays to Big National Audience

His technique at a piano keyboard is as good as many professional pianists'—but he's better known for his news commentaries before a microphone.

His program makes sweet music for listeners and advertisers. Five nights a week he delivers a widely followed 2000-word script, packed with a full measure of staccato facts behind the news.

Currently sponsored on 319 stations, the Fulton Lewis, Jr. program is the original news "co-op." It affords local advertisers network prestige at local time cost, with pro-rated talent cost.

Since there are more than 500 MBS stations, there may be an opening in your city. If you want a ready-made audience for a client (or yourself), investigate now. Check your local Mutual outlet—or the Co-operative Program Department, **Mutual Broadcasting System**, 1440 Broadway, NYC 18 (or Tribune Tower, Chicago 11).

yardstick for determining the man power requirements of each territory.

5. Minimize paper work for sales personnel and the regional office.

How does the plan work? First let's consider the type of market each salesman has to service. He sells retail dealers, fixture jobbers and manufacturers, electrical contractors, and large consumers (business corporations, organizations and institutions). He has two types of accounts—direct and indirect. The direct accounts are those whose orders are supplied and delivered by Sylvania and the indirect accounts are those buying through the company's jobbers. A major duty of the sales representative is to work with his jobbers and their sales organizations in making calls and developing business. Important in the Projected Call Report Plan is the simple "folder" form which is designed to accommodate "call" and "cost per call" records—month by month—for an entire year. Two copies of the form are provided for each sales representative. One copy is for the regional office and the other is for the individual salesman.

Explanation of Chart

To the right of the center fold of the form are listed the salesman's accounts in all classifications. In the extreme left column of the folder is listed the estimated yearly volume of each account. Just to the right of this space is a column devoted to the estimated cost (percentage-wise) of servicing each account. Then follow six more columns—one for each month of the first half year—and an additional column for the totals of the first six months' billings. At the bottom of the folder is a horizontal space for recording totals of "projected" or intended calls and "actual" or completed calls, week by week each month.

Columns for the last six months of the year appear on the other half of the folder just to the right of the account list. Final column on the right is for posting the volume of each customer in salesman's territory.

Companion piece to the folder form is the salesman's personal weekly call plan sheet which also functions as his weekly report. No daily reports are required. On this sheet the salesman first lists the direct accounts he intends to call on during that particular week. Under the form's date heading he places slanted lines in the squares opposite the names of the accounts he intends to call on. These lines indicate his projected calls for that five-work-day period.

The method the sales representative uses to keep his record of calls

WMBD

dominates PEORIA AREA

with
DOUBLE COVERAGE



NEW! 5,000 Watt AM Facilities

TWICE the nighttime coverage and 20% greater daytime coverage . . . the result of WMBD's new AM transmitting equipment and new transmitter location, plus increased power to 5000 watts at night.

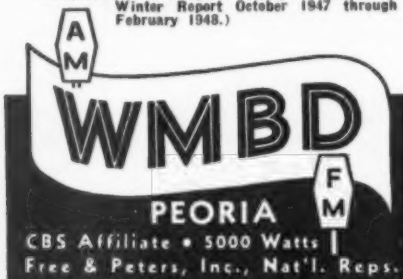
NEW! 20,000 Watt FM Facilities

Tremendous listenership bonus for advertisers beyond the new AM coverage **AT NO EXTRA COST.** New FM equipment and 20,000 watt power give WMBD listeners complete duplication of every AM broadcast.

Dominant Voice in One of America's Top Markets

BUT . . . It takes more than technical facilities to maintain WMBD as the DOMINANT voice in the "Heart of Illinois". It takes the largest staff of experienced radio people in Central Illinois . . .

- Four veteran newsmen devoting their efforts exclusively to editing and presenting world and local news . . .
- A full staff orchestra, plus 23 other program personalities presenting 14 hours of live talent entertainment every week . . .
- A total of 65 trained personnel working full-time to maintain the highest rating programs that have earned WMBD a larger share of the Peoria audience than all other Peoria stations combined. (See Hooper, Peoria, Illinois—Fall-Winter Report October 1947 through February 1948.)



straight is simplicity itself. After completing one of these projected calls he merely crosses the slanted line opposite the account's name thus forming an "X." If a projected call is *not* made he draws a line through the name of the account.

Below the names of his direct accounts the salesman lists accounts of his jobbers he intends to call on, only here he indicates accounts' classifications and includes addresses. He also names the jobber in whose behalf he wants to make the call.

Then follows a listing of prospects (from his pioneering list) for which he indicates projected calls. He uses the same slanted line and cross symbols in maintaining records here as he does on his indirect accounts. As with his indirect accounts, if he does not complete a projected call he draws a line through the account's name. If he wishes any of these prospects to be placed on the company's mailing list he writes "ML" after the prospects' names.

In cases where the prospect has "big customer" possibilities, the salesman is requested to fill out a prospect sheet, giving full particulars, and to attach it to his weekly report for placement in the "Prospect" Kardex.

Data from the salesman's weekly plan sheet and report is transferred for permanent record onto the salesman's copy and the regional office copy of the Projected Call Report folder form. As in the combination weekly plan and report sheet, all projected calls are indicated by slanted lines opposite accounts' names and completed calls are indicated by crossing the slanted line to form an "X."

The plan is based on an average of 30 calls a week—six calls a day by each representative—for 48 working weeks of the year. The 48-week year represents the annual working period after deduction of two-week vacations and an average two-week consideration for sickness or other unavoidable absenteeism.

In the new plan the company has established a formula for arriving at the cost per sales call. As a hypothetical case let us assume that Jim Carver, a sales representative, averaged 30 calls a week for 48 weeks or a total of 1,440 calls a year. If his salary happens to be \$5,000 and his expenses \$2,000, making a total of \$7,000, then the cost of each call he made would be approximately \$5.00 or 2%.

Under such a hypothesis it can be seen that an account that realized only about \$1,000 net billing annually should rate no more than four calls a year. On the other hand, an account

with an estimated volume of \$140,000 should justify more than one call a week.

The Call Report Plan folder form gives both management and the salesmen the proper valuation of an account at a glance. Should this record show that the cost of servicing a certain account exceeds the established per cent, then that account is immediately placed in the "fewer calls" category.

Sylvania is finding the plan a real asset in that it impells the men to brief thoughtfully each week's field work, to properly evaluate each account, and to put the bulk of their efforts on those accounts that really pay off. In the company's memorandum to the sales personnel on the Projected Call Report Plan, management bluntly advised, "Estimate your cost per call. If you think a small account call doesn't warrant the cost at the time, don't make it. Make two calls that do."

By reducing unprofitable calls the sales representative has more time to work with promising prospects and to develop them into volume-producing accounts.

Mr. Muller, papa of the plan, believes that if a company had 60 men selling nationally, and each, by operating according to the plan, made one more *worthwhile* call a day, the result would be the equivalent of the sales production of 10 additional men—and at no extra cost.

Secrets of Mystery Moving Display

It's done with mirrors, electrical impulses and vibrations.

That's the explanation of the "magic" behind the Parker Pen Company's new "Oscilla-Matic" fountain pen and Superchrome ink display.

The "Oscilla-Matic" window and counter display is both eye-catching and mysterious to the prospective customer.

The "Oscilla-Matic" consists of a gray plastic base supporting two crystal-clear plastic arms—the left arm holding a model Superchrome ink package, the right arm elevating a Parker "51" pen. Both pen and ink revolve slowly in opposite directions by no visible source of power.

The explanation? A series of vibrations created through electrical impulses cause the arms to revolve slowly. A mirrored background adds to the illusive effect.

Here's readership that pays off!

Yes, solid, thorough readership, built on an exclusive editorial pattern — that's what you get when you advertise in *Foreign Service*, the monthly magazine of the Veterans of Foreign Wars of the U. S.

Why is this especially true of *Foreign Service* when the same thing may be said of other publications? Well, there's one big reason: The readers of *Foreign Service* are actually part owners of the publication. This means they take an active part in dictating its editorial policies. They have especially requested stories identified with their own wartime experiences—and easy-to-grasp digests on veteran legislation.

This reader interest in *Foreign Service*

develops reader loyalty . . . both to the publication and to its advertisers. Readership loyalty such as this should not be overlooked . . . especially when the readers total approximately 2,420,000 (from a recent Starch Survey).

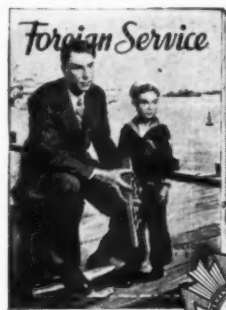
Now is the time to put *Foreign Service* on your 1949 schedule.

Rate Insurance for 1949

Foreign Service is giving current advertisers a circulation bonus of 130,000 copies. During 1949 this bonus bargain will go as high as 250,000—and maybe higher. Space contracts signed in 1948 will give advertisers the benefit of the present low \$5.50 per line rate during the entire year of 1949.

Circulation Guaranteed 1,000,000

If you'd like further information, including a digest of the Starch Survey, please write.



Foreign Service

Founded
in 1913

Official Monthly Publication of the Veterans of Foreign Wars of the U. S.
MEMBER AUDIT BUREAU OF CIRCULATIONS
Broadway at 34th, Kansas City 2, Missouri

REPRESENTATIVES:

Dan B. Jesse, Jr., and Associates, 10 East 43rd St., New York 17, N. Y. • Hil F. Best, 131 Lafayette St., Detroit 26, Mich.
Renick Averill, 427 West Fifth St., Los Angeles 13, Calif. • Raymond J. Ryan, 203 North Wabash Ave., Chicago 1, Ill.

ONE OF AMERICA'S TOP EXECUTIVES

"This is a testimonial about a man we know well. We've worked with this man at close quarters. We've seen his ability to lay down a comprehensive over-all plan from product to consumer. He displays a brilliant hand at basic marketing analysis. His knowledge of distribution techniques is sound and shrewd. His ability with a sales force nets what a sales force should deliver. He knows advertising. His knowledge of media is keyed to buying power. His merchandising thinking is excellent.

**"THIS MAN IS
AVAILABLE NOW.**

"He is

Well versed in corporate finance and factory production.

One of the most forceful and colorful speakers in business today.

A graduate of Wharton School.

46 years old, married, has outstanding business and community references.

"He will only consider a position which will locate him in the general area of New York, Philadelphia, or Baltimore.

"He is interested only in a position at top executive level. Inquiries are invited which will match this man's ability.

"We sincerely recommend him as an outstanding businessman, a top executive."

An Agency President

Box 2562,

Sales Management,
386 4th Ave.,
New York, N. Y.

Promotion

Facts and Figures

One of the best promotional jobs being waged in the U. S. is that of Metro Sunday Comics Group. Latest in its line of attractive and informative promotion booklets is, "Some Facts and Figures." The booklet is beautifully illustrated with line drawings (Even if you're not interested in the Comics market, take heed of the booklet for your own promotion ideas.) and provides some facts and figures on the Comics market. Dr. Gallup has discovered that 81% of men and 79% of women in the U. S. read comics sections. Consequently, says Metro, you get better than six times the number of readers for a dollar. Metro: 220 East 42nd Street, New York, N. Y.

Male vs. Female Influence

Fawcett Research, of Fawcett Publications, Inc., recently commissioned A. S. Bennett Associates to conduct a survey on the "Male vs. Female Influence in Buying and in Brand Selection." The results, garnered from 2,752 returns, are available from Fawcett. Only three questions were asked of families: Who made the most recent purchase of the product? (60 fairly important products were used as bellwethers.) Who decided there was a need for the product? Who

originally decided on the brand? The returns proved conclusively that it is the women who decide what is bought in America. Fawcett is at 67 West 44th Street, New York 18, N. Y.

Amarillo—More Than Hosses

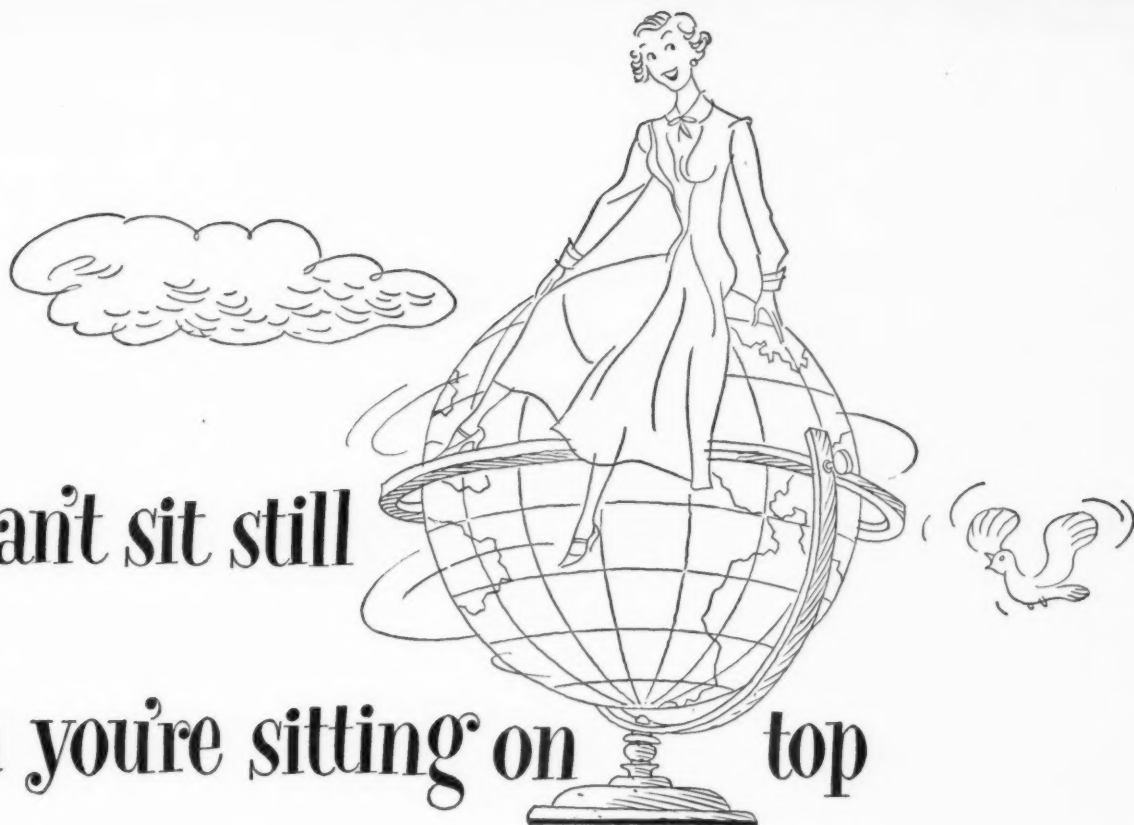
The Amarillo News-Globe has published a market data booklet, "How the Amarillo Area gained national importance and why it is an 'A' Schedule Market." The booklet traces Amarillo's phenomenal growth, spotlights its position by comparing buying income and population over a 50-year period. There's complete information on the area's agriculture, transportation, industry and wholesale trade. (The newspaper has a circulation of better than 50,000.)

Washington Brand Survey

The 1948 Brand Survey conducted by *The Washington Post* is ready. It covers a total of 78 types of grocery store products, including 66 foods and beverages, six cleansers and laundry products, three toiletries and three insecticides. The findings of the 60-page booklet are based on personal interviews in more than 1,000 homes in the metropolitan D. C. area during May, 1948. Interviewers, says a spokesman for the newspaper, actually inspected the kitchens and pantries of respondents to determine the brands used. Write Raoul Blumberg, *Post's* promotion manager.



Portable Demonstrator: You can't expect a salesman to carry the average industrial motor into a prospect's office even if the sales point you want to make should be demonstrated. U. S. Electrical Motors, Inc., Los Angeles, substitutes imagination for brawn by producing a miniature working model, to scale, and putting it in a traveling case.



You can't sit still when you're sitting on top

If YOU'RE going to be a leader in your field—as Good Housekeeping has been for more than 20 years—you can't sit still and coast.

For the one essential of continuing leadership is *continuing growth*.

Growth in editorial alertness—growth in advertising service—growth in value to the readers.

As proof, we present
the October 1948 issue:

It's the largest issue Good Housekeeping has ever printed!

Not only does it contain more editorial features, but it also contains more *product advertisements* than any previous issue.

Evidence that new advertisers are constantly discovering the sales wisdom of appearing in Good Housekeeping.

Evidence that long-time advertisers are convinced that Good Housekeeping gives them *continuing value*.

No doubt about it, ads are more convincing in GOOD HOUSEKEEPING.



We give this Seal to no one.
The product that has it, earns it.

GOOD HOUSEKEEPING

The Homemakers' Bureau of Standards • 959 8th Avenue, New York 19, N. Y.

OCTOBER 15, 1948

121

This Fall in Manhattan...

NOW IS THE SEASON when New York is new as a new dime—and shinier. The air is like wine—only more intoxicating and invigorating. Steps are lighter, lights are brighter, every minute brings something new to do. If you are thinking of visiting the Big City for business—or whatnot, the time is now. And here's a thought—bring the Little Lady along.



THESE ARE THE BIG GAME months—college and professional football . . . horses, horses, horses at Belmont and Empire until November 15th. The Rodeo will be at Madison Square Garden until October 24th.



PERCHANCE your ever-loving Spouse takes an interest in the Arts. Remind her then that the Philharmonic Concert Series opens October 7th and there's a full schedule at Carnegie Hall thereafter including Mischa Elman, the Boston Symphony and Duke Ellington's annual Jazz Concert. And the New York Antique Fair (you needn't tell her) starts October 18th—etc., etc., etc. Drop us a note to the New Yorker and we'll send you the complete Calendar of Events. It's *for free*.



BE SMART . . . to get the most done, have the most fun, stay at the New Yorker where everything is just around the corner. This is one hotel where every guest is a V.I.P.—where we set our clocks three minutes fast—knowing human nature—where the valet vacuums the tobacco shreds out of your coat pockets, the fluff out of your trouser cuffs—where room after room after room has television—and every bathroom is ultra-violet-rayed and sealed.



What-a-place—New York! as seen from the New Yorker!

**Hotel
NEW YORKER**

Frank L. Andrews, President
2500 Rooms • Tunnel Direct to Penn. Station
34th Street at Eighth Avenue, New York 1, N. Y.

Shop Talk

"A Mule Is An Ani-mule with a Long Funny Face": While Editor Salisbury felt constrained to mutter apologetically, in connection with his piece about the educated horse (Significant Trends, Sept. 15), that "it probably more properly belongs in Shop Talk," I know he crowed quietly to himself over his bright little story. Not for cash or beans would he have passed up the opportunity to use it himself, even though, being anything but a Significant Trend, it had to be accompanied by an editorial backward somersault.

If it's going to come down to a rivalry on animal stories, I challenge both Salisbury and Thornton Burgess to move over. But *my* story is about an educated *mule*. I like it so much I'm going to give it feature space in one of the November issues.

It seems that Golden State, Ltd., California's biggest manufacturer and distributor of dairy products, has a comic and highly successful promotion going out there on the Coast, in which one of the performers is a live and talented mule named Abner. Abner and Si, his owner and trainer, are putting on shows all over the state in behalf of Golden State products. Together, they have a repertoire of 65 tricks. Since May of this year, more than 2,000,000 Californians of all ages have been entertained by them.

Si and Abner, by the way, performed at the New York World's Fair. They've entertained the plush clientele in the Rainbow Room. They make several pictures each year in Hollywood. Now they've assumed the role of salesmen. Watch for the story in one of next month's issues.

On Playing Santa Claus: Our own private Reminder Service has tapped us on the shoulder and suggested that we would find ourselves glowing with the pure white light of profound self-satisfaction if we'd only go out and order our Christmas cards now, thus splintering all tradition and establishing a brand new long-distance record for forehandedness. Which, dealing as it does with the coming Yuletide, leads me to a suggestion.

It's sometimes a bit hard for a company to decide on what would constitute a suitable greeting for friends and customers and suppliers to whom it would like to express something of the spirit of good fellowship that all of us feel so deeply at Christmas time. If the list is long, and is divided into several classifications, one selected item of food or drink or merchandise may not seem equally suitable for all. The problem of distance, for example, may have a bearing on the practicability of this or that kind of gift.

If there are some on your list you're undecided about, why not do what a number of firms we know did last year? . . . turn some money over to any one of the really worthy charities, then notify your donee that you have done so in his name as your way of saying "Merry Christmas." With so many millions in Europe eating at or near a bare subsistence level, why not make donations to CARE in the names of some of the folks to whom you might—because you know neither their tastes nor needs—otherwise send a not-too-well-chosen gift of another sort? I know several individuals who received "gifts" of that kind last year, and every single one of them felt the action to be truly expressive of the real Christmas spirit.

Another fund that rates high as a prospect for such contributions is the United Nations Appeal for Children. You just can't think about Christmas without thinking about kids. When they are the hungry, ill-clothed, and set-adrift youngsters who are the innocent victims of a war, almost anyone with a trace of Christianity in his heart would enjoy knowing he had been selected for a Yuletide triple play in which some deserving child was helped in his name.

No one at either CARE or the United Nations Fund has asked me to relay this message. I followed the suggested course of action myself last year instead of sending personal Christmas cards, and I know it produced a response unlike any I've ever known. I just think it's a grand idea. I'd like to see many companies adopt it. If you agree that this is a good idea, send your checks to Care, Inc., 50 Broad Street, New York City, and to United Nations Appeal for Children, Lake Success, N. Y.

Memo for Newspaper Men: And here's another idea I'd like to sell.

Several of the SM editors were chewing the rag after lunch one day last week, when one of the advertising salesmen ambled in. He had a Big Idea. He wanted to try it out on us. We cynically shot it full of holes and cut the lad down to size. But not before his duddy notion had produced another idea that to us sounds smart enough to be good enough for a test run.

There's moaning and groaning on all sides about the level of retail salesmanship, which, to be blunt, is about ten floors below the level of the sub-basement of a snake-pit. Retailers themselves and the manufacturers who sell through dealer channels are those who have the biggest stake in doing something to bring about some degree of improvement in this situation. But we believe someone else has a stake too: the local newspaper that carries the dealer and manufacturer advertising. What, we asked, could a newspaper do that would help the cause and build up some nice good-will for itself at the same time?

Suppose a paper were to announce that twice a week for a period of three months, it was sending mysterious unidentified shoppers out to buy articles available in local stores. The shoppers would grade all sales interviews with men and women on such obvious points as promptness in service, courtesy, patience, knowledge of the goods being sold, intelligent suggestions for additional companion sales, etc. The best performance on any given day would win, say, a \$50 cash prize. The winner would get his name and his picture in the paper, with a story on how he handled the customer . . . the technique that won the honors and the cash. The store involved would certainly be pleased with the publicity. The cited individual would achieve recognition among his friends and his fellow-salesmen. And the newspaper would have a series of good legitimate feature yarns with strong local interest. I can't think of anybody who wouldn't be happy about the whole thing.

The shoppers assigned to the job might make a point of asking for a specific nationally and locally advertised brand of some selected product . . . well, you can take it from here.

The big idea behind the whole plan is to get retailers to concentrate a little more intensively on retail training, to dignify selling at the retail level by rewarding excellent performance, and, above all, to focus the attention of all local retail salespeople on the need for improvement in customer service.

If anybody chooses to try it, let me know. I'd like to report the results in these pages.

A. R. HAHN
Managing Editor

Attention . . . **Sales MANAGER**

**PROPER EQUIPMENT
IS HALF THE SALE**



H95A

HEAVY DUTY SAMPLE BAG

Top Grain Cowhide in Black or Brown. Cowhide straps completely around form into handles at the top. Individual lock-stitching. Bottom heavily reinforced. Wide center pocket and a narrow pocket on each side. Adjustable lock.

H95A	16" x 11" x 5 1/2"	\$14.85
H96A	18" x 12" x 7"	16.50
H97A	20" x 12 1/2" x 7"	19.75



H65A

L67A

EXECUTIVE BAG

Lock and frame. Brass Yale Lock. Wide center pocket and narrow pocket on each side. Reinforced corners. Heavy stitching. Brown or Black Top Grain Cowhide.

H65A	16" x 12 1/2" x 5 1/4"	\$15.75
H66A	18" x 13" x 6 1/2"	17.75

BRIEF BAG

Solid bottom. Reinforced corners. Lock and frame style. Brass Yale Lock. Wide center pocket and narrow pocket on each side. Black or Brown Top Grain Cowhide.

L67A	16" x 12" x 7"	\$21.45
L68A	18" x 13" x 8"	24.00

Write for Luggage Catalogue W

*Above net prices subject to 20% Federal Excise Tax

**LUXOR LEATHERCRAFT
CORPORATION**

29 W. 34th St., New York 1, N.Y.

Is Your Advertising Dollar Cookin' on all 3 Burners?

Are you getting the fairest of the fare . . . when your advertising dollar attempts to stir up things in the 3 major national markets . . . with a list like this . . . (Collier's—Life—Post—Companion—Good Housekeeping — Journal — McCall's — American Weekly — This Week)?



on the two front burners . . . because they're within easy reach! One, the 242 metropolitan counties, represents 64% of all city and town families . . . and gets 69¢ of every dollar invested in this urban list. Two, all places over 1,000 population beyond metropolitan influence . . . represents 24% of all city and town families . . . and receives 25¢ of the dollar.

. . . because it's not getting the proper attention, is America's 3rd largest city and town market . . . the True Small Towns. This important market represents 12% of all city and town families, yet receives only 6¢ of your dollar invested in urban national publications.

Get a larger share of the True Small Town market by awarding it a larger share of your advertising dollar. Add GRIT to your national schedule . . . 61¢ of every advertising dollar invested in GRIT goes to the True Small Towns.

SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY

with more than 650,000 circulation.



GRIT PUBLISHING CO., WILLIAMSPORT 2, PA.

FRONT & CENTER: Cyril Wright (below and right) hops on the table to make his presentation. As he ends one sequence, Wright drops the poster-picture into a specially prepared slot in the back of the presentation.



This Pacific Coast outdoor advertising firm's salesmen use it to sell poster space. But the presentation's graphic portrayal of "The Case of the Reluctant Dollar" is bringing command performance requests.

Simple Portfolio Woos Prospects And Public for Foster & Kleiser

Based on an interview by Elsa Gidlow with
CYRIL WRIGHT, Director of Sales Promotion,
Foster & Kleiser Co.

This is the story of a sales presentation, an extraordinary one to judge by the combination of requirements it had to meet. It shows how to sell a service—in this case, outdoor advertising on Foster & Kleiser's 24-sheet poster boards in 500 Pacific Coast cities.

What started out to be simply a good, straightforward sales presentation for clients and prospects has

turned out to be all of that plus, quite unexpectedly, a public relations tool.

Buyers of outdoor panels, for whom the presentation was built, have given it a good reception. But, entirely unsolicited, requests to stage it have come from business groups and service clubs.

The presentation bears the title, "The Case of the Reluctant Dollar." It deals with the advertiser's problem

of getting customers to buy his product.

The versatility of the presentation undoubtedly stems from its physical make-up and content. Considerable research and pre-testing went into both. The presentation had to meet stringent physical requirements. For example, it had to be:

1. Large enough for effective use



1700 Salesmen

TO SELL YOUR PRODUCT TO OVER 1,100,000 EAGLES

Every medium attempts to give its advertisers some sort of merchandising help. But no medium is in a position to do it in the way the Eagle Magazine does. Our new merchandising plan enlists the help and cooperation of our 1700 subordinate clubhouses and their secretaries. This is a proved plan with terrific impact. A plan geared to sell our 1,100,000 members. It makes no difference if you sell beer, bicycles, or bowling alleys; the Eagle merchandising plan will get you a large piece of this tremendous market.

EAGLE

Write for full details

212 W. WISCONSIN AVE.
MILWAUKEE 3, WISCONSIN



before two or three people in client's offices; or, with audiences up to 100 people (same presentation, one size only). That size turns out to be 21 inches long, 16 $\frac{5}{8}$ inches wide, and, with carrying case, 2 $\frac{1}{2}$ inches thick.

2. Small enough for a salesman to carry under his arm.

3. Flexible. That is, set up so pages could be added or eliminated readily. So each page was made a single unit, unbound to any other page. As each page is used, it's lifted and dropped in the back of the case.

4. Self-contained, needing no props other than table or desk.

5. Built so it could be set up and taken down in one or two minutes. In fact, the presentation has been set up in a matter of seconds.

6. Economical to produce in small quantities. For small quantities, printing and lithography are too expensive, so photographs were used.

The presentation had to conform to a stiff set of content requirements. It, for example, had to:

1. Give dramatic visual impact to each sales idea.

2. Have little "copy." Yet, it had to be in such form that any good

salesman could deliver it from memory.

3. Make as concrete as possible an intangible — "space," on outdoor posters.

4. Demonstrate successful use of the service—outdoor advertising.

5. Be concise.

Foster & Kleiser's roundtable, which created and produced this presentation, lumped the first three requirements together. Roundtable members decided to tell the story with photographs. They also decided to present a single pictorial idea on each page, rather than a montage. In this way, they solved the problem of preparing a page intimate enough for groups of twos and threes, and yet large enough for groups of 100.

Points No. 4 and No. 5 are developed in the script, memorized by the salesman. The photographs and a few words are, in effect, a sales track guide.

In making a presentation, the Foster & Kleiser salesman opens with the simple statement, "This is . . . 'The Case of the Reluctant Dollar.'" He then quickly lifts the cover page out, drops it in the back. The show is on. As pages are moved, the memorized script flows smoothly, and at

Triple Threat Station...



MUTUAL NETWORK
REPRESENTED BY WEED & CO.
IN CANADA, HORACE N. STOVIN & CO.

What Are YOUR Plans For Increased Sales In 1949?

Opening new outlets? Increasing the average sale? Launching a new product? Getting better results from your present sales force? Reducing inventory?

There's a profitable Merchandise Incentive program for every sales problem. The records of hundreds of successful sales campaigns prove that, dollar-for-dollar, merchandise prize sales contests deliver maximum results at minimum cost.

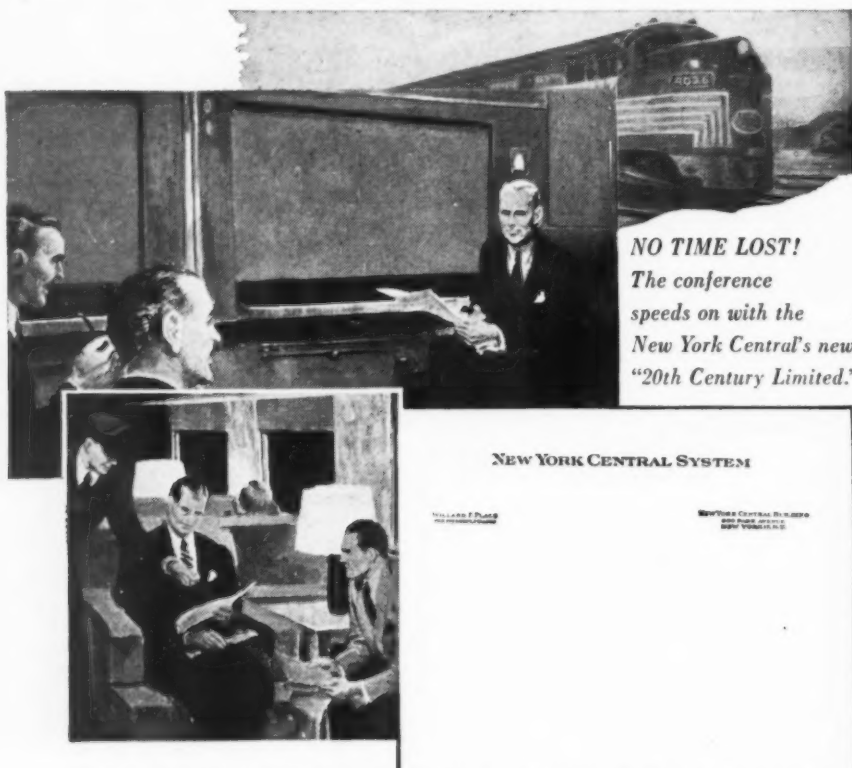
A Cappel-MacDonald Incentive Campaign for your salesmen, your distributors', jobbers' or dealers' salesmen will produce plus sales and plus profits for your company, too. Our complete services — Planning, Promotion, Prizes — are at your disposal to make 1949 a top sales year. Write for our "Portfolio for Sales Executives".

**Merchandise Incentives
Furnish the Drive . . .**

CAPPEL, MAC DONALD and COMPANY

Cappel Building Dayton 1, Ohio
Branch Offices in Principal Cities

Prominent Users of Strathmore Letterhead Papers: No. 79 of a Series



THE NEW "20th CENTURY LIMITED" MEETS MODERN NEEDS

... Does your letterhead do this?

One of the oldest American railroads, the New York Central System is also one of the most progressive. Witness its new "20th Century Limited"—latest word in passenger convenience, with its rooms convertible for business conferences...its radio phone, secretary and barber-valet on tap for traveling executives...its spacious lookout lounge for relaxation.

Significantly, like many other leaders of industry, the New York Central System uses a Strathmore letterhead paper. Its officials realize the importance of creating a fine impression in every phase of business, from railroad cars to correspondence.

How well does your letterhead express the vitality and dynamic quality of your organization? If your present letterhead falls short of representing your company in today's terms, ask your printer to submit new designs on Strathmore paper.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond.

STRATHMORE MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

the pace which the salesman senses is most satisfactory.

Important from Foster & Kleiser's viewpoint, is the fact that "The Case of the Reluctant Dollar" insures that each salesman will give a complete presentation of outdoor posting as provided by the company. Each salesman will give it with maximum impact and with a minimum of the prospect's time.



Convention Stunt

Remember the photographer's props on the boardwalk at Atlantic City? The jalopy, the bosomy bathing beauty, and the cut-out with the stripped jacket? Well, Philip Morris has borrowed the gag idea for a postcard promotion to its distributors' retailers.

No, the face in the Johnny suit is not the genuine Johnny, but he's a genuine Philip Morris Wholesaler—one of 400 who attended the recent convention of the National Association of Tobacco Dealers in Chicago.

Here's how the promotion clicked: One-by-one the wholesalers stepped behind the life-size cut out of PM's Johnny, had their picture taken. By pre-arrangement, the photographs were rushed to the printer to be run off on postcards six prints of each.

Within 24 hours, some 2,500 picture postcards were on their way to the wholesalers' own retailers. The promotion made these sales points: The Philip Morris home office met its retailers, the set-up produced a spectacular action exhibit at the tobacco show, the postcard projected the wholesaler and PM to dealers.

SALES MANAGEMENT



GRIST FOR DECISION

Policy-making executives scan the spot news in the Journals of Commerce, as a guide for day-to-day moves

Ups and downs in many a business are influenced in advance by widely assorted events near and far.

Tomorrow's price structure, supply and demand, scarcities and surpluses, controls and de-controls, inventory factors and profit margins—any of these can be created by today's events.

Each day the Journals of Commerce (New York and Chicago) spotlight all the significant news for business and industry. These complete daily business newspapers are edited solely for business, industrial and financial interests. Spot dispatches from a world-wide staff and exclusive business-angled news features, funneled down to the specific interests of management executives.

To the 200,000 Journal of Commerce readers this is the day's most vital news. Each morning they scan their Journal of Commerce, interpret the facts and make decisions to meet the indicated conditions.

No other source of business news is as complete and authentic as the Journals of Commerce, the daily newspapers that provide grist for business decisions.



Do you advertise a business product or service? A commercial or industrial commodity? A consumer product with a top-income market? Have you securities to sell to a market that has capital to invest? Do you have an institutional message for top management?

Write or telephone for the story of the Greater Journal of Commerce Market and rate cards. One order buys either or both, for sectional or nation-wide coverage. Get to the men who DECIDE . . . in the dailies that HELP them decide.

TOP MANAGEMENT'S GOOD RIGHT HAND

The Journal of Commerce, 53 Park Row, New York 15, N. Y. ★ Chicago Journal of Commerce, 12 Grand Avenue, Chicago 90, Ill.

THIS LITTLE BEEF WENT TO MARKET *—and how!*

It's about 1,164 miles from the Claypool ranch at Laurin, Montana, to the Central Public Markets in Sioux City, Iowa. But 50 head of feeder cattle, accompanied by owner, David Claypool, made the long trip on August 16. The cattle, averaging 810 lbs., brought \$32.00 per hundred—an all-time high for that weight.

Why take cattle to a market more than 1,000 miles away?

Well, the Claypools are regular listeners to WNAX's daily market broadcasts direct from the Sioux City stock yards. When the market's right—Don Cunningham and Harry Aspleaf tell them so. Thousands of cattle raisers in Big Aggie Land depend on WNAX for their market information. That's one of the reasons WNAX is the top station in a rich five-state (plus) area. Let a Katz man tell you more.

570 KC
5,000
WATTS

Affiliated
with the
American
Broadcasting
Co.



WNAX

A Cowles Station
SIOUX CITY • YANKTON



Radiant Sales Meetings Sell 5-Point Dealer Program

To merchandise a new advertising program, and to train distributors, dealers and their salespeople in a tested, standard approach for the sale of Radiant screens, Radiant Mfg. Co., Chicago, is currently conducting a series of sales meetings which capitalize on election-season atmosphere with the slogan "Radiant for Precedent." Distributor salesmen are given a refresher course in sales approach, effective demonstration, sales promotion, and sales technique. They, in turn, will present the fall-winter campaign to dealers. Major tool is a visual presentation stressing a five-point approach for effective selling.

The dealer is asked to: (1) Understand the customer's needs; (2) prescribe the right screen to meet those needs; (3) demonstrate fully; (4) tell the complete quality story; (5) emphasize the full-year warranty feature. Photos show dramatic presentation of program made last fortnight to the management and sales force of O. W. Ray Corp., New York City.



CAMPAIGNS AND MARKETING

Drexel In House Beautiful

For its Precedent line of furniture, the Drexel Furniture Co., Drexel, N. C., is using 15 pages in the November issue of *House Beautiful*. Cost of 14 of these pages is being prorated among the 56 selected stores, located in 51 cities across the country, which are sponsoring the program, with Drexel taking a single page for introduction.

In addition, Drexel has issued to the supporting stores a merchandising planner which contains, or makes available, eight groupings of dealer aids.

Having researched the results of its 1947 sales program, the furniture company has geared its 1948 effort to the theme "Alone or combined—Precedent is your answer." The campaign, otherwise, is following last year's pattern which was so successful that within one week of a 27-page insertion in *House & Garden* there was hardly a piece of Drexel Precedent unsold in any one of the 24 participating stores. Furthermore, the company's production of this line was sold out for months to come.

Justifying the company's thinking, a survey of people who bought Precedent during last year's drive gave Drexel its "Alone or combined" sales approach for 1948. This is based upon the fact that Mrs. Public is darned if she's going to toss out *all* her Traditional, Provincial or Victorian furniture to make room for Drexel Precedent—or any other furniture—much as she might like to. On the contrary, her furniture buying will be based to a great extent upon the ability of the manufacturer to provide her with open-stock pieces which will lend themselves to the present atmosphere of her home.

The actual merchandising of the product is powered by Drexel's Merchandising Planner, calling for detailed planning and supervision. This includes: a promotion calendar (August to November) itemizing all Drexel merchandising helps; reprints of the *House Beautiful* color advertisements for distribution to customers; newspaper advertisements, radio commercials, publicity material, photographs, etc.; training folders for indoctrinating salesmen; a 30-minute

training sound-slide film in full color; display suggestions; ideas for store-wide promotion to tie in with Precedent; decorating advisory service.

John Falkner Arndt & Co., Inc., Philadelphia, is Drexel's advertising agency.

Personna's 2-for-1 Pitch

The "2-for-1 sale" may be an old story, especially with drug store items, but such a bargain offer, as pitched for the luxury Personna Blades, is far from being just an easy out to a selling problem.

The Personna Blade Co., New York City, is making this bid—during November only—in the nature of a gigantic sampling campaign to introduce to men all over the country its single and double edged razor blades.

Currently the most expensive blade on the market, Personna has never before retailed at less than 10c, and has been widely advertised at that price. Three factors—past advertising campaigns, high price, and word-of-mouth praise by users—have built a prestige reputation for the Personna: class, luxury, and excellence.

Personna executives are convinced that many men who hesitate to pay 10c for a razor blade will try their product at the special price of a two-for-one sale. Therefore, from November 1 until November 30, consumers will be given the opportunity of buying a regular five-blade package and receiving another 50c package free of charge, or two packs for the price of one.

This sale will be supported by the largest advertising and sales promotion campaign in the company's history. Spearheaded by full-page space in the November 8 issue of *Life* Magazine, it will use five advertisements of 600-, 500-, two 250-, and 200-lines, respectively, in 127 newspapers in 110 major cities. Also included are a complete set of free newspaper mats for retailers, three separate mailings direct to dealers, counter displays and window posters which will be enclosed in every carton of blades shipped, envelope inserts for wholesale dealers, special sale-display cartons, and window displays in key outlets.



ONE FACET of nation-wide 2-for-1 campaign designed to introduce quality-priced Personnas to heretofore hesitant shavers.

A salient feature of the campaign which is played up in the advertisements is a guarantee. Personna suggests that the consumer use one box of five blades. If he doesn't think then that Personna blades give "by far the finest shaves he has ever enjoyed," he may return the other box and the total price he has paid for both boxes will be refunded by the company.

Proof that Personna is launching a campaign with exceptional sales-pull has been shown when a large department store jumped the gun with a Sunday, September 19, newspaper advertisement, was sold out by 4 P. M. the following day, and has subsequently re-ordered four times.

J. D. Tarcher & Co., Inc., is the agency which created the advertising and strategy for the campaign.

Parkay Contest for Fords

Backed by a heavy magazine and newspaper advertising program, the Kraft Foods Co. has launched Parkay Margarine's \$50,000 contest to name "The Great Gildersleeve" mystery baby. Opening October 14, the contest ends on November 13 with the award of a total of 721 prizes on a week-by-week basis. The contest is being given promotional momentum by a large visual advertising campaign. Contestants will name the mystery waif of "The Great Gildersleeve" radio program, the infant girl discovered by Throckmorton Gildersleeve, comedy bachelor, in the back seat of his car.

Each week for five weeks, the four top winners will receive new 1949 Ford automobiles. Other winners will be given 120 prizes each week, ranging from Cory coffee makers to \$10 bills. A final jackpot prize of \$1,000

Getting out new catalogs?

See what this organization
of catalog specialists
can do for you.

Through Sweet's you can get
the **THREE ESSENTIALS**
of good catalog performance

1. DESIGN

Scientific catalog design — the complete job or as much help as you need.

2. DISTRIBUTION

Pinpoint catalog distribution to the organizations and individuals who represent the bulk of buying power in your markets.

3. ACCESSIBILITY

Assured catalog maintenance in the offices of thousands of your most important potential buyers

Over 1,000 manufacturers whose products are bought in the construction, power or manufacturing fields now retain this custom catalog service. Before you start work on your new catalogs, it might pay you to find out what advantages it offers you.

Sweet's Catalog Service

Division of F. W. Dodge Corporation

119 West 40th Street, New York 18, N. Y.



will be given to the top winner among those who are awarded automobiles.

The largest single advertising campaign in Parkay Margarine's history and a carefully planned promotion will carry an estimated 140,000,000 messages concerning the contest. Each Wednesday evening the contest is to be featured on "The Great Gildersleeve" comedy program over NBC stations.

Life Magazine on October 4 carried a four-color double-spread advertisement explaining the contest, and full-page advertisements are scheduled through October and November in *Look*, *The Saturday Evening Post*, *Ladies' Home Journal*, *Woman's Home Companion*, *True Story*, *The Family Circle Magazine*, *Western Family*, and *Woman's Day*. Advertisements are also being carried in the week-end newspaper supplements, *The American Weekly*, *This Week Magazine* and in other Sunday supplements and comic sections.

The headline, "Win a New '49 Ford," a photograph of a moving passenger-filled sedan and, in the lower right corner, a picture of the yellow, red and blue Parkay package are the main contest elements shown. A bust picture of the distressed Gildersleeve holding the mystery baby ties in with the network radio program.

The account is handled by Needham, Louis and Brorby, Inc., Chicago.

Zippo Lighter Campaign

A national advertising campaign that calls for the use of a selected list of mass magazines and business publications is being launched by Zippo Manufacturing Co., Bradford, Pa., makers of pocket and table lighters.

The campaign, to run each month this Fall and through to Christmas, marks the company's initial use of large-space four-color and black and white insertions in leading national weeklies.

Full-page, two-third and half-page insertions, several of which will appear in full colors, are scheduled to run in *The Saturday Evening Post*, *The New Yorker*, *Look* and *Life*. Special business gift advertising appears in *Fortune* and several business papers.

Copy for the consumer campaign will stress a gift appeal keyed to timely human-interest situations. The first advertisement, tying in with a back-to-school theme and headlined, "How to keep a flame burning," suggests pocket lighters as the ideal gift to give to a boy returning to college.

The following insertions to appear



DOUBLE EXPOSURE: This new three-dimension, eight-color display with light-flashing camera has been designed and lithographed by Einson-Freeman Co., Inc., for National Distillers Products Corp.

during the holiday shopping season will promote the pocket and table lighters for Christmas presents. All advertising will emphasize the company's personalizing features for initials, personal signatures, sentimental messages or other insignia.

In a special smaller space campaign in *The Saturday Evening Post* and *Life*, the company will promote Zippo flints and lighter fluid.

In support of the company's national consumer effort, business paper promotions also are scheduled. Continuing monthly through December two-page and page insertions are appearing in drug, jewelry, tobacco, sporting, and hardware journals.

Geyer, Newell & Ganger, Inc., is the agency.

Hotel New Yorker Sells City

Hotel New Yorker advertising scheduled for general and business publications this Fall will strike a new note in the hotel's promotion effort. The new advertising, prepared by Peter Hilton, Inc., is designed to do a two-fold job of "selling" the Nation on the numerous Fall attractions of New York City and on the Hotel New Yorker as the place to stay to best enjoy them.

The new advertisements will appear in single column size and will be "editorial" in character with light, breezy copy pointing up the pleasures of a New York visit this Fall—especially from the vantage point of the Hotel New Yorker.

Starting with the October 4 issue of *Time Magazine*, the campaign is also using the same advertisements with appropriate variations in a variety of business publications.



**Half a billion tourists' dollars last year
... it's America's third largest market!**

GET THE FACTS ON LOS ANGELES... NOW AVAILABLE



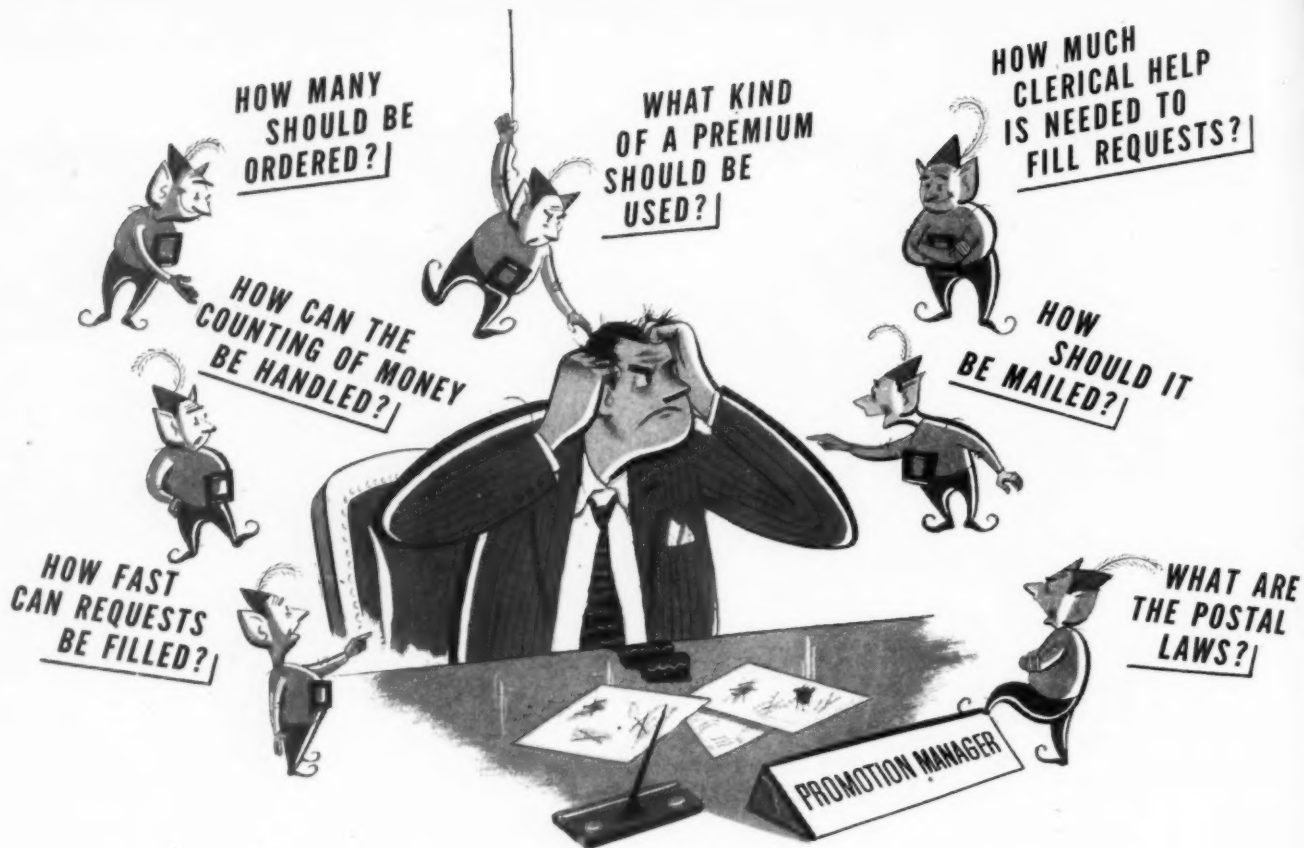
The Research Department of The Times has completed a comprehensive survey of the Los Angeles market—studies of population trends, sales analyses, buying habits, routes, etc. These studies are outlined in the booklet "Los Angeles—City Without Limits." Write today for your FREE copy.

During 1947, according to the All-Year Club, over 3,000,000 out-of-State tourists entered Southern California. These people were strictly vacationists; they spent over ½ a billion dollars in this region. 89% of this traffic cleared through Los Angeles. No wonder the tourist industry is one of the largest in this—America's Third Largest Market! Add the nearly 4 million permanent residents of Los Angeles and you see the value of presenting your sales story here—in the pages of *The Times*—largest home delivery in the West.

CIRCULATION—ABC Audit Report for twelve months ending March 31, 1947: Daily, 400,811; Sunday, 747,852

LOS ANGELES TIMES

REPRESENTED BY CRESMER AND WOODWARD—NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO.



PLANNING A PREMIUM MAILING?

Sure-fire sales booster that it is, a mail-away premium promotion can be an expensive headache unless it is planned from beginning to end with *know how*.

The Donnelley plan of "rating the premium," for example, avoids the over-selling of a poorly selected premium that may cause intense consumer dissatisfaction which is then reflected to the dealer.

And the answers to such problems as . . .

- How many should be ordered?
- How fast can requests be filled?
- How should they be mailed?
- How much help will be needed?

are routine to Donnelley's Premium Mailing Service.

Yes . . . there are many problems in connection with the planning of a premium promotion. And wise advertisers have found Donnelley *know how* their best answer—Donnelley *know how* that is backed by years of experience in helping to plan and handle the details of mail-away premium promotions.

Spare yourself a lot of time and trouble . . . consult Donnelley before you go ahead with any premium promotion. Donnelley can give you the right answers and will handle your premium mailings better . . . faster . . . and probably cheaper than you can do it yourself.

For more information get in touch with your nearest Donnelley office.

OTHER DONNELLEY SERVICES:

- **DEALER HELP MAILINGS**—including planning, supplying of mailing lists, printing, dealer imprinting, addressing, scheduling and mailing.
- **CONTEST PLANNING AND JUDGING**—supported by years of experience in handling the nation's major contests.
- **SELECTIVE MARKET MAILINGS**—proved by exhaustive tests, national, regional and local campaigns.
- **SAMPLE MAILINGS**—mass or selective coverage, including the complete job of addressing, packaging and mailing.

THE REUBEN H. DONNELLEY CORPORATION

350 E. 22nd ST.
CHICAGO 16, ILL.

305 E. 45th ST.
NEW YORK 17, N.Y.

727 VENICE BLVD.
LOS ANGELES 15, CALIF.

"Selling as a Career," N. F. S. E. Essay Contest

It's the second annual contest among secondary school students, sponsored by the National Federation of Sales Executives to get teen-agers interested in selling as a good career. The top prize for the 1949 contest is \$1,000.

"Selling as a Career," the essay contest open to secondary school students, and sponsored by the National Federation of Sales Executives, has just been announced for 1949 with cash prizes in this second annual competition now totaling \$1,850 plus expense-paid trips to Chicago or Washington, D. C.

The contest is designed to encourage American teen-agers to evaluate the importance of selling as the keystone of industry, and to realize that one salesman, on the average, provides employment for 33 factory workers. The contest is open to both boys and girls.

1948 Winners

First prize in the 1948 contest was won by Don A. Maccubbin, a 15-year-old junior at Baltimore Polytechnic Institute, Baltimore, Md. The prize, given by Charles Luckman, president, Lever Brothers Co., was presented to Maccubbin by A. H. (Red) Motley, president of Parade Publication, Inc., at the annual banquet of the National Federation of Sales Executives in New York City, June 18.

In his essay, young Maccubbin summed up his approach to selling in this way:

"Every young person . . . must give serious thought to the occupation he wishes to make his career. When this consideration is in progress, he would do well to investigate the career of selling for there are few occupations which offer so many advantages, opportunities, and rewards as does selling."

The 1949 contest again offers \$1,000 in cash as first prize, plus \$250 second prize, \$100 third prize, and \$50 for each of seven prizes. In addition, expense-paid trips to Chicago or Washington, D. C. go with prize awards.

The sponsor of the first prize winner (probably the school principal or a teacher) will receive \$100 in cash. The sponsor of the second prize win-

ner will be given \$50 in cash. The school which has the highest number of contest entrants in relation to its enrollment will receive a set of the Encyclopaedia Britannica or its equivalent.

In addition to the national prizes, a majority of the nearly 100 groups affiliated with the National Federation of Sales Executives will hold local prize contests, open to students in their areas, and through these local groups, explanatory leaflets and posters about the national contest will be made available to the schools.

Progressive school authorities look with favor on the N.F.S.E. contest because it helps to focus attention on one of the major reasons why this democratic Nation has the world's highest standard of living. The 1949 contest has been approved by George Manning, chairman, the National Association of Secondary School Principals.

How to Help

Sales executives who wish to help their local schools participate in the 1949 "Selling as a Career" contest should contact the National Federation of Sales Executives, Hotel Shelton, 49th Street and Lexington Ave., New York City.

Fifty thousand entries are expected in the 1949 contest. Recently, Eugene S. Thomas, president of the New York Sales Executives Club, presented the Academy of the Sacred Heart in The Bronx, N. Y., with a set of the Encyclopaedia Britannica in recognition of the fact that all 230 girl students participated in the contest. One of them, Juel McCue, age 17, was a prize-winner in the local contest.

Mr. Thomas, general manager of television station WOIC, Washington, D. C., told these students: "We need millions of young women and men in sales work. We want to attract the best, most alert, most personable and most conscientious youth to our profession."

Every Little Word

. . . in BUY-LINES
Makes Your Product A
"BUY-WORD"

Let Nancy Sasser Sell for
YOU In TWO Columns:
"HOUSEWIFE'S SPECIAL"



14,824,020 Circulation
Thursday Evening or
Friday Morning
on Food or Women's
Pages

SUNDAY COLUMN



15,709,211 Circulation
on Society or Women's Pages

Each Column Gives You . . .

NATIONAL COVERAGE!

**INTENSIVE
LOCAL IMPACT!**

**PROVEN HIGH
READERSHIP!**

For further information write to:

BUY-LINES

271 Madison Avenue, New York 16, N. Y.
340 North Michigan Avenue, Chicago 1, Ill.
235 Montgomery St., San Francisco 4, Calif.
333 S.W. Oak Street, Portland 4, Oregon
2978 Wilshire Boulevard, Los Angeles 5, Calif.

Why Merchandise Prizes Spur Beatrice Salesmen to Extra Effort

Based on an interview with **LEO A. BERGER**,
General Sales Manager, Beatrice Foods Co.

They're tangible reminders of the rewards for jobs well done. To secure maximum effect, Beatrice Foods observes these simple rules: Prizes are within reach of all, employees receive the tools to win, and prize books go into homes.



PRIZES PARLAY SALES: Beatrice employs both local and national contests among salesmen to promote new accounts, displays, and even plant sanitation.

Units of the Beatrice Foods Co., Chicago, have been using prizes to spur salesmen to added efforts for many years. After long and varied tests, the idea of giving prizes was considered so successful that it was adopted on a national basis in 1945. Since then the use of prizes has been broadened to the point where they are employed in sanitary programs and as rewards to office workers.

"We have learned that prizes can be used in a variety of ways and that they are useful devices for focusing minds of salesmen, plant workers and others on things we desire to accomplish," says Leo A. Berger, general sales manager. "Our people respond generally with enthusiasm. We think that prize rewards are better than cash bonuses because they are visible and lasting reminders of a job well done. Cash goes into the pocket, the bank, or is spent and so vanishes from sight."

"When an employee is awarded a

toaster, a waffle iron or any kitchen or household item it becomes a scalp that continuously reminds him, and his wife, of his successful accomplishments. A tricycle, a play item for a child, or a baby buggy; a traveling bag or a rain coat which he may retain for his personal use or a wrist watch for the little woman—all constantly tell him that attention to business and application to the job earn him extras. They do something to build up a man's ego and ego makes for a better workman."

The Beatrice Creamery Co. has 170 plants, branches and sub-branches and merchandises its products in every state in the union. Its principal products are butter, eggs, cheese, milk, ice cream, etc. Special products are Vegemato cocktail, Chox which is an instant hot chocolate powder, and Choy Chinese foods. It also distributes Birdseye foods in some 15 markets and Hormel canned meats in selected areas. The company employs

approximately 3,000 salesmen. These include both wagon salesmen who make immediate spot deliveries and men who take advance orders for the trade. Some business is done through brokers. Retail milk deliveries are made in certain areas, as in Pittsburgh and some midwestern cities.

Each plant and branch operation to a very large degree is self-contained and decisions are up to the division heads. In the beginning, while still testing the value of prizes, each sales contest was a local affair and usually was limited to milk wagon or ice cream wagon drivers. At that time rewards were mostly for increasing the number of customers on a route, or to get a broader product spread per customer.

Later, special drives on special items were instituted and, in certain cases, prizes were offered for convincing dealers of the value of store sales, island displays, windows devoted to Beatrice products and other "pushes" which might promote brand sales. These might result in a concentrated effort on some one item, either new or a product which seemed to be lagging in an area. Again, it might be nationwide.

One example of this was the

Keeping up with **WCBS**

(NEW YORK'S #1 STATION)

The only station which maintains its own fleet, WCBS christens and launches a new 38-foot vessel for its transmitter-to-shore service. The champagne send-off is by Margaret Arlen, with Harry Marble tape-recording the event, and General Manager Arthur Hull Hayes and Chief Engineer R. G. Thompson bystander. Like its sister ships, the S.S. Columbia will make six trips daily from Columbia Island, site of the WCBS transmitter in Long Island Sound, to the New Rochelle shore...another link in the chain of service which has made WCBS (represented by Radio Sales) the #1 station in America's #1 market.

SALES MANAGEMENT





SCENERY BOOSTS THE "BOX-OFFICE"

Ever notice how top-notch scenery makes a "boy-meets-girl" movie seem better than usual?... Paper does the same for your direct mail story. That's a good reason why we suggest the best. See your printer. He's an expert. He'll help you select the right *Rising Intralace* for your next mailing.

Rising Intralace

- ✓ New brilliant white
- ✓ 5 weights
- ✓ Specially sized for offset and gravure

- ✓ Inexpensive
- ✓ Distinctive pattern appearance
- ✓ Envelopes to match in 5 sizes
- ✓ Excellent printing surface for letterpress

WHEN YOU WANT TO KNOW... GO TO AN EXPERT!

Rising Papers

ASK YOUR PRINTER... HE KNOWS PAPER!

Rising Paper Company, Housatonic, Mass.



AT *Philadelphia's*
**FASHIONABLE
CROSSROADS**

THE BELLEVUE-STRATFORD

You are right in the center of Philadelphia when you stay at the Bellevue-Stratford. Newly decorated accommodations include modern one-room combination of living-bedroom. Gay colors, modern facilities are now blended with traditional comfort and service. Complete garage facilities. Fine food, graciously served, is traditional in Stratford Garden. Wire or write for reservations.

• Bennett E. Tousley
General Manager

Bellevue-Stratford

HOTEL

Broad & Walnut Streets, Phila. 2, Pa.



Chox drive which started a few weeks ago. To launch it, a neat announcement folder was printed. The cover was in a brilliant red with the single word, Chox, imprinted on it. Inside, the story of the plan was told and special pockets bound in between the pages held booklets and folders telling the story of Chox, picturing the prizes that could be earned, and process reproductions of photographs showing how to build island displays and make demonstrations.

On the first page was printed a letter to Beatrice Foods dealers signed by Mr. Berger. This letter said:

"I hope you and your family enjoyed the Chox we sent to your home, and that the home demonstration has made Chox enthusiasts of all of you. Now, we get down to the business of making Chox enthusiasts out of a lot of other folks in your community. And we have picked September as the month to do it... for the fall and winter months are the big Hot Chocolate Months.

"We have 'peaked' our national advertising in *Life* and *The Saturday Evening Post* to do the big job for our dealers during these months. We are building up a big consumer demand, and if we do the job of distribution and display we should—we can put Chox in a lot of pantries in your community.

"The following pages have some ideas, suggestions and other ingredients for your September Chox promotion. But they are only ingredients—and they won't mean a thing unless you mix 'em and start *cooking*. Will you please go through this book and plan your meetings and contests *now* so that you can start the September drive with a *bang*... and remember, if there is anything we can do to help... just tell us what it is. Good luck!"

Booklet Technique

A pocket-size booklet, printed mostly in black on red or with reverse plate, white on red, with black-and-white art, emphasizes this statement:

"It is not enough to have a superior product. To make sales, the salesman must know it is superior and must know why it is superior."

Succeeding pages are devoted to the sales story for Chox after which the back cover, under the line, "Check yourself on Chox," offers a yes or no quiz with check spaces covering 12 points which should be known by every salesman contacting customers.

Dealers are told that it is wise to put on a Chox demonstration at their sales meetings; to make and serve Chox to their own salesmen; to drink it together as proof of its superiority.



ROUTE TESTED: Merchandise prizes of all kinds upped sales on retail routes and became basis for internal and external company-wide employee contests.

tion of dairy products. Thus it is important to teach all employees their sanitation routines and to see that they are continuously followed.

The ideal employee for this reason must: (a) know all sanitary procedures related to his job; (b) follow them faithfully at all times; (c) observe all sanitation routines, even if not connected with immediate tasks, that bear upon good housekeeping; (d) be sufficiently sanitation-conscious to bring personal pressure to bear upon other employees to carry their share of the responsibilities.

Prize awards were set up by Beatrice Foods in 1945, awarded on the

And then, this to add a touch of color:

"If possible, have your demonstration handled by one of the attractive young women you have engaged to conduct Chox demonstrations in high traffic outlets during the drive."

The program offers dealers the following suggestions:

1. Set up your objectives for the month: (a) in sales volume; (b) in new customers; (c) in store displays; (d) in store demonstrations.

2. Portion out quotas to each salesman for his just share of the objectives listed above. Set a volume quota for each man and award prize points for exceeding quota. Also award points for new customers on Chox—award points for store displays installed and demonstrations arranged.

3. Do not give prizes only to the top producers. Give every man who beats his own quota a chance to win. So long as you set a standard of performance upon which you can afford to award prize points, you can afford to reward each man who exceeds the quota you establish.

4. Give awards in merchandise. Merchandise permits you to give greater value than cash as you can buy at a discount. Merchandise is a lasting symbol of accomplishment; it cannot be spent or wasted like cash. It also obtains family interest, and gives you a dramatic means of publicizing your contest.

Five groupings of prizes, each set pictured in a separate folder, are offered. Values range from \$2.50 to more than \$25. Each grouping carries a name as: You Can Win Easy, Banner Winners, Top Notch Winners, Blue Ribbon Winners and All-Star Winners. Details of the contest, or if arranged in a series of contests, are left largely to the local managers though suggestions are made.

Sanitation, the end result of which is scrupulous cleanliness, is of utmost importance in the successful operation of any plant employed in the produc-

*for more than four
consecutive years*

BURRUS MILLS

has been

advertising on station*

WMC MEMPHIS



AFFILIATE

5,000 watts day and night, 790
kilocycles

National representatives, the Bran-
ham Company

WMCF

First FM station in
the Mid-South

WMCT

Television coming
soon

Owned and operated by the Commercial Appeal

** A "selective" advertiser with 1,040 quarter hour programs
during this period.*

"Dress Up" YOUR SHOW



with
DA-LITE'S
HANDSOME, NEW
PICTURE KING

Here's a screen that adds "eye appeal" to every presentation. The smart appearance of Da-Lite's 40th Anniversary Model instantly creates the right impression. It associates your product or service with quality even before your sales film is projected.

The smooth operation of the Picture King gets your show started promptly . . . And the finer picture surface of this model, reflecting more light to wider angles, puts your message across clearly, brilliantly and more effectively.

Before you buy any large tripod screen, see the Picture King and compare! No other has its fabric protecting "No Rub" Octagon case, slat lock, slat plug and slat collar. Comes in seven popular sizes and prices.

45" x 60" \$48.75	70" x 70" \$62.00
60" x 60" 52.75	63" x 84" 83.00
52" x 70" 55.00	84" x 84" 90.00
72" x 96" \$95.00	

Ask your dealer for the handsome, new Picture King—first choice for Ruggedness, Beauty, Balance and Easy Handling! Write for descriptive circulars!



DA-LITE SCREEN COMPANY

2705 N. PULASKI ROAD • CHICAGO 39, ILLINOIS



HOME USE: "We favor merchandise prizes because they arouse the interest of the entire family."—Leo A. Berger.

basis of results found by inspectors. Two or more unannounced sanitation inspections are made in each plant every year. These cover every department including not only receiving and processing, packaging and storage, but also the housekeeping of the office, condition of washrooms and locker rooms, engine rooms, exterior of premises, personal appearance of employees and condition of delivery trucks.

Each employee is given a training manual which covers every phase of his job. If a plant makes a passing score that just gets by, each person in the plant receives 250 points toward the prizes in the premium catalog; if it gets a maximum score each employee gets 1,250 points. Two inspections mean doubling these points.

Because a lax or careless employee in any plant can pull down the value of the prizes earned by all others, the theory is that the better employees are apt to police the neglectful and cause them to toe the mark. Briefly, the plan combines training with incentive for accomplishment. It should provide a good incentive for every employee to learn his lesson and apply his knowledge.

Results are always of interest. Here is what happened: The average score of all Beatrice plants rose from 80.58% on the first inspection to

93.79% on the sixth inspection. On the first inspection, 132 out of 165 plants scored below 90%. On the sixth inspection only 17 out of 178 plants scored below 90%.

"We have found that prize set-ups with merchandise awards can be arranged to cover almost any program that may be desired," explains Mr. Berger. "We favor merchandise prizes because they arouse the interest of the entire family. No executive should ever forget the important part the wife plays in making a successful salesman. Pictures of obtainable prizes in any gift catalog or folder intrigue women and children. Be sure that they know about the contest or offer and the prize lists. Make sure that you get them into the homes. That, very largely, is the key to the success of any prize contest or program."

Home Office Supervision

The Beatrice home office, in Chicago, outlines and suggests the type of contests and prizes for any planned campaign. If it is a national contest, Beatrice will specify and arrange for prizes. If the contest is purely local, as has been the case in some instances in the past, the type of prizes may be left to the local manager. As a rule, since the start of the program, the Beatrice company has employed the services of Belnap & Thompson.

*The answer to your
Christmas gift problem*

. . . this beautiful and useful

LIBRARY SET

**an asset to the top of
every executive's desk**

actual size

A fine pair of shears and letter opener with gold plated handles—encased in a handsome sheath of London color genuine Pigskin.

12 cost only \$7.50 each with your ad stamped in genuine gold on back or front. Individual names on front at 15c each.

Each set wrapped in tissue and packed in an individual gift box . . . *Write for special prices on larger quantities . . . for a sample without any stamping—send \$7.50.*

ADVERTISING CORPORATION OF AMERICA

TWO PARK AVENUE • NEW YORK 16

Factory • Easthampton, Massachusetts



A sales manager added the halo . . .

. . . and no wonder. He knows how teachers influence buying by 25,000,000 pupils and their parents.

People with school-age children buy more food, more of almost everything. Tell your product story to America's most influential market—the 752,000 grade and high school teachers who subscribe to State Teachers Magazines. You'll want to draw halos, too.

Ask Georgia C. Rawson, manager, for the complete story.

43 MAGAZINES — 752,000 SUBSCRIBERS

STATE TEACHERS MAGAZINES

307 N. Michigan Ave., Chicago 1, Ill.

DELIVERS COVERAGE OF NORTH CAROLINA'S RICH TRI-CITY MARKET

- WINSTON-SALEM
- GREENSBORO
- HIGH POINT

WSJS

AM WINSTON-SALEM FM

THE JOURNAL-SENTINEL STATIONS

NBC
AFFILIATE

Represented by
HEADLEY-REED COMPANY

Media and Agency News

NEWSPAPERS

The Advertising Research Foundation, Inc., has just completed its second study among Washington, D. C., newspapers. This, the 121st study of its continuing newspaper readership series, was of *The Washington Daily News*, the first 5-column tabloid yet studied.

Both men and women were noted to "shop through" the newspaper in quest of news stories of greatest interest to them. The tally shows that of the 10 best-read general news stories for men or women, seven were "back of page 5."

The cover-to-cover readership was also manifested in the reading of the advertisements. In the 60-page mid-week issue examined, Harvester Cigar had a 120-line advertisement on page 55. It attracted sufficient interest to win first place on the all-study index list of tobacco products. In addition to this, five local advertisements received high enough percentage scores to rank among the top 10, percentage-wise, in their respective categories for all studies completed to date, . . . all were "back of page 5."

The annual fall meeting of the New England Newspaper Advertising Executives Association was held in Boston, October 5. Featured speakers were Thurman W. Sallade, advertising manager of the *Quincy Patriot-Ledger*, Mass., Philip Salis-

bury, editor of *SALES MANAGEMENT*, and John C. Dowd, president of John C. Dowd, Inc., Boston advertising agency. E. Bartlett Barnes, advertising manager of the *Bristol Press*, Conn., was elected president of the New England group for the next 12 months.

How Ehlers Coffee has climbed from a minor position to the second largest selling coffee in the New York City metropolitan market, chainstore brands excepted, with high-frequency, small-space newspaper advertisements as its major sales tool, has recently been reported by the Bureau of Advertising, A.N.P.A.

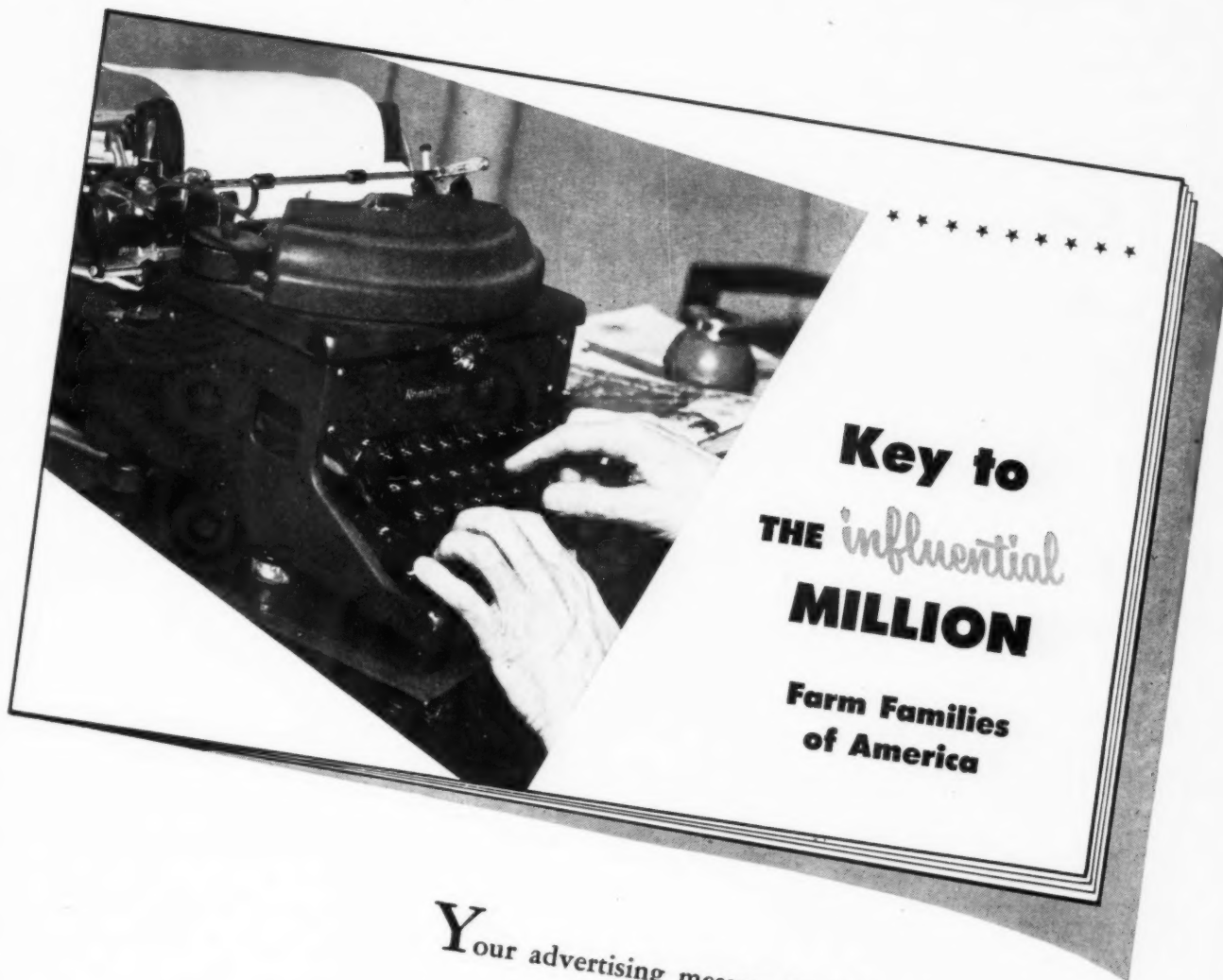
With 90% of its advertising budget in newspapers, Albert Ehlers, Inc., has proved that a local brand "can make good in the world's toughest market even against competitive national brands with seven-digit budgets," the Bureau declares.

Success of the day-in, day-out, 52-weeks-a-year advertising which has doubled Ehlers Coffee sales in the past five years is documented by the Bureau with figures from the New York Monthly Grocery Inventory, sponsored by the *New York World-Telegram*.

"The concentration of our advertising dollar in newspapers has been money well spent," Albert Ehlers, president of the company, told the Bureau of Advertising. "The proof lies not only in the fact that Ehlers'



A BIG RED ROSE is pinned on I. R. Aurmen (right), advertising director of the *Pawtucket Times*, R. I., and retiring president of New England Newspaper Advertising Executives Association, during its annual fall meeting in Boston. The "pinner" is E. B. Barnes, advertising manager of the *Bristol Press*, Conn., and newly elected successor to Mr. Aurmen. James Lee (left), John C. Dowd, Inc., and the Boston agency's president, John C. Dowd, himself, cheer proceedings.



Your advertising message in Nation's Agriculture literally puts a finger on the key to farm opinion in America. The 1,358,810 farm families who read Nation's Agriculture represent without question the real farm leaders of the U. S. Nation's Agriculture is edited specifically for these Farm Bureau families who influence the buying preferences of their neighbors, their communities and the nation. Copies of the above booklets are available upon request. Just write to George Chatfield of

The Nation's **AGRICULTURE**
109 N. WABASH AVENUE • CHICAGO 2, ILLINOIS

FREE
"SCREEN TEST"
 shows amazing
 improvement in your
 pictures!



Project your pictures on free sample of Radiant's new "Million Mirror" screen fabric—and see the remarkable difference it makes!

See how millions of tiny glass mirrors, firmly imbedded in the pure white screen surface, make your pictures fairly glow with life! See what happens when light is reflected instead of absorbed! You will enjoy clearer, sharper black and whites—richer, brighter, more brilliant colors. Here is projection as real as life itself! The new 1949 Radiant Screens have many unusual and exclusive features. See them at your dealer today!

Write today and get absolutely FREE

- Sample of new Radiant "Million Mirror" Screen Fabric... Test it with your own projector and see for yourself the remarkable improvement over any other projection surface.
- Basic Film Source Directory—your handy guide to hundreds of film sources.

RADIANT MANUFACTURING CORP.
 1210 S. Talman Ave., Chicago 8, Ill.

**...SO MUCH IN ADDED SALES
 FOR SO LITTLE EXTRA COST**

Boost your sales with permanent, individual, ALL-PLASTIC price markers. Price and identify the product with the brand name. INTERCHANGEABLE numbers make possible any price combination. ALL-PLASTIC frame unaffected by time or usage. Sample, prices, sent upon written request.

KOVEE PLASTIC CO.

3753 N. Marshfield Ave. Chicago 13, Ill.



—when you use the same avenue
 of communication your
 customers do

sales have doubled during the past five years, but also in Ehlers' steady rise toward a top share of the world's biggest consumer market for coffee."

The *New York Times* will publish a National and International Business and Financial Review Section on Monday, January 3, 1949. Tentative plans call for the section to include a complete picture of all facets of United States trade and industry—a review of current trends and analyses of what may lie ahead for American business during 1949.

The domestic section will be similar to the annual editions which *The Times* published in pre-war days. The International part of the section will be devoted to a review of America's foreign trade—a review which will give American businessmen an over-all picture of America's increased role in world trade.

The seventeenth annual *New York Herald Tribune* Forum will be held in the ballroom of the Waldorf-Astoria Hotel, New York City, in four sessions on Monday evening, October 18, Tuesday afternoon and evening, October 19, and Wednesday evening, October 20. Discussion at the four sessions will center on our imperiled resources, both natural and human, and some of the specific problems related to their use and abuse.

Mr. Bernard Baruch will be the keynote speaker. The first session will deal with renewable natural resources, the second with the development of human resources through education, the third will consider the problems involved in finding a proper balance in our national life between security and freedom, and the final meeting with national politics in the international crisis.

Combining special World Series copy with a distribution to agency space buyers of autographed Major League baseballs, the *Boston Herald-Traveler* sponsored a promotion which broke on the day of the opening game in Boston between the Braves and Cleveland.

In morning newspapers in major cities 1,000-line copy appeared with photo-illustrations of manager Southworth and president Lou Perini and the headline: "First time the Boston Braves play in the World Series since 1914 . . . but in Boston the *Daily Herald-Traveler* has taken the 'whole series' of firsts since 1929!" The advertisement outlined the leadership of the *Herald-Traveler* in all major advertising classifications among Boston newspapers.

As a tie-up to the insertion, Braves-



APPOINTED: Forrest W. Noble (left) and James A. Gannon (right) are named national and local advertising managers of *The Mirror*, Los Angeles' new newspaper.

autographed baseballs, plus *Herald-Traveler* promotion score cards were presented to agency space buyers in New York City, Philadelphia, Cleveland and Detroit by the George A. McDevitt Co., national representatives of the newspaper. The entire promotion was prepared by the Reinhold Co., Inc., Boston advertising agency.

MAGAZINES

Coronet Magazine has unwrapped plans for a new \$10,000 merchandising awards competition for 1949, which will expand the magazine's previous program into the food, drug, specialty, department, jewelry and appliance store classifications. The decision to hold merchandising competitions for stores in these categories from coast-to-coast was made, according to William L. Fort, the magazine's advertising director, as a result of the success of the 1948 contest among department and specialty stores, conducted with the cooperation of The Formfit Co.

Twenty-three prizes will be awarded by a nationally-known committee of judges. First prize is \$2,000 in cash to the retailer plus possession for one year of the *Coronet* trophy. Second prize is \$1,000, third is \$500. There will be 10 prizes of \$100 and 10 of \$50. In addition, a bonus prize of \$1,000 will be awarded to the retailer with the best series of three or more tie-in promotions with



EDWIN L. SULLIVAN appointed advertising director, *Better Homes and Gardens* and *Successful Farming*.

DO YOUR SELLING WHERE GOOD TIMES ARE BEST!



Sell the Midwest's Mass and You Sell the Nation's Class

Certainly it's no secret that farmers as a group are prosperous—nor that the farm market as a whole is good. Not so widely appreciated however, is the estimate that 80% of the nation's total farm income is earned by the top 1/3 of the nation's farms. These high income farms are concentrated largely where good soil is combined with good farming. To help you locate and learn more about your best farmer prospects, the Midwest Farm Paper Unit asked the U. S. Bureau of the Census to make a detailed study of census records of subscribers.* This study was performed by Census

Bureau personnel; analyzed and paid for by the Midwest Unit. Resulting facts and figures show clearly where a large share of the nation's farm wealth is concentrated. Findings demonstrate conclusively that subscribers to Midwest Farm Papers stand materially above the U. S. average in investments, production, buying power. This study is available in an easy-to-read, illustrated booklet. Copies on request. Mail coupon below

*Records for individual farms and farmers were not made available to Midwest Farm Paper Unit, nor to anyone else, since the Census Bureau is prohibited by law from disclosing information relating to any individual farm or farmer.

MIDWEST FARM PAPER UNIT

59 East Madison Street • Chicago, Illinois

Gentlemen: Please send me a free copy of your new booklet "Where Mass is Class", containing a Census Bureau appraisal of subscribers.

Name _____

Firm _____

Address _____



WALLACES' FARMER and IOWA HOMESTEAD • NEBRASKA FARMER • PRAIRIE FARMER • THE FARMER • WISCONSIN AGRICULTURIST and FARMER
Midwest offices at: 250 Park Ave., New York • 59 E. Madison St., Chicago • 542 New Center Building, Detroit • Russ Building, San Francisco • 645 S. Flower St., Los Angeles



THEIR FAVORITE American Woman, Mrs. Eleanor Roosevelt, is interviewed by Opal Faulkner, Georgia, and Glen McDoniel, Arkansas, the representatives of Southern Rural Youth who were selected in a contest sponsored by *The Progressive Farmer*.

a *Coronet* advertiser in 1949. Furthermore, a monthly series of awards of fine merchandise (apparel, jewelry, luggage, radios, etc.) will be given to retailers in each group. All entries will be eligible for the grand prize.

The entries are to be judged on the basis of the most successful promotions tied in with an advertiser appearing in *Coronet* in any issue or issues from January to December, 1949.

Starting with its February issue, *Mademoiselle's Living* will be published bi-monthly, rather than quarterly as at present. The magazine's large format will be continued; its print order is being increased immediately by 25%.

In order to provide the additional paper and printing facilities in Street & Smith's new plant in Elizabeth, N. J., to meet *Living's* new needs,



You can spread the prestige of your products in the magazine acknowledged the biggest success

Pic Magazine will be discontinued with its December issue.

Standard specifications for four-color engravings for advertising in magazines using letterpress wet printing are recommended in a report being released this month by American Association of Advertising Agencies with the National Association of Magazine Publishers. This study is the second in a series being made by a joint A.A.A.A.-N.A.M.P. committee to aid in improving the physical presentation of advertising in magazines. Copies of either of these reports may be secured without charge from either of the associations.

BUSINESS MAGAZINES

A four-volume "Who's Who in Cotton," designed to cover all phases of the industry, is being prepared by World Wide Publishing Service, Inc., International Trade Mart, New Orleans. This cotton encyclopedia, according to Edgar J. Bell, president of World Wide, will be the first of its kind and is to be the springboard for similar publications.

Volume I will contain history and background material of all cotton growers whose plantations have an average annual yield of 100 bales or more. Volume II will give information on ginners, compress and warehouse men, plus a history of the world's cotton ports. The history of cotton brokers, buyers, shippers, cotton associations and similar groups

will be in Volume III, while the fourth volume will contain a history of textile mills, selling agents, banks, and other factors serving the trade.

Preceding these volumes will be issued a multi-colored cotton pictorial map of the world to provide background data as well as up-to-the-minute coverage of the cotton industry.

RADIO

A recent informal survey of 48 advertising agencies indicates that only three of the 48 are currently buying FM radio time and only four expect to do so in the foreseeable future, mainly because agencies need reliable FM facts, according to the American Association of Advertising Agencies.

The agencies' principal reason for not using FM time is the lack of validated data to determine cost per thousand listeners and to compare AM and FM values, says Kenneth Godfrey, A. A. A. staff executive, in reporting the survey. Reported small size of FM audiences and duplication of AM audiences are among the reasons given.

Of the 48 agencies, 41 said that their need for facts is not being filled by FM research and promotion as now carried on.

The annual Rose Bowl football game will be broadcast exclusively by the radio and television networks of the Columbia Broadcasting System for the next three years. The contract has been signed by officials of CBS, the Pasadena Tournament of Roses Association and The Pacific Coast Intercollegiate Conference.

Signing of 184 new sponsors for its cooperative programs since August 1 by the American Broadcasting Co. increases the total number of such advertisers on the network 18.5% over the like period a year ago. ABC now has 725 advertisers sponsoring its co-op programs in 731 markets as compared with 611 a year ago.

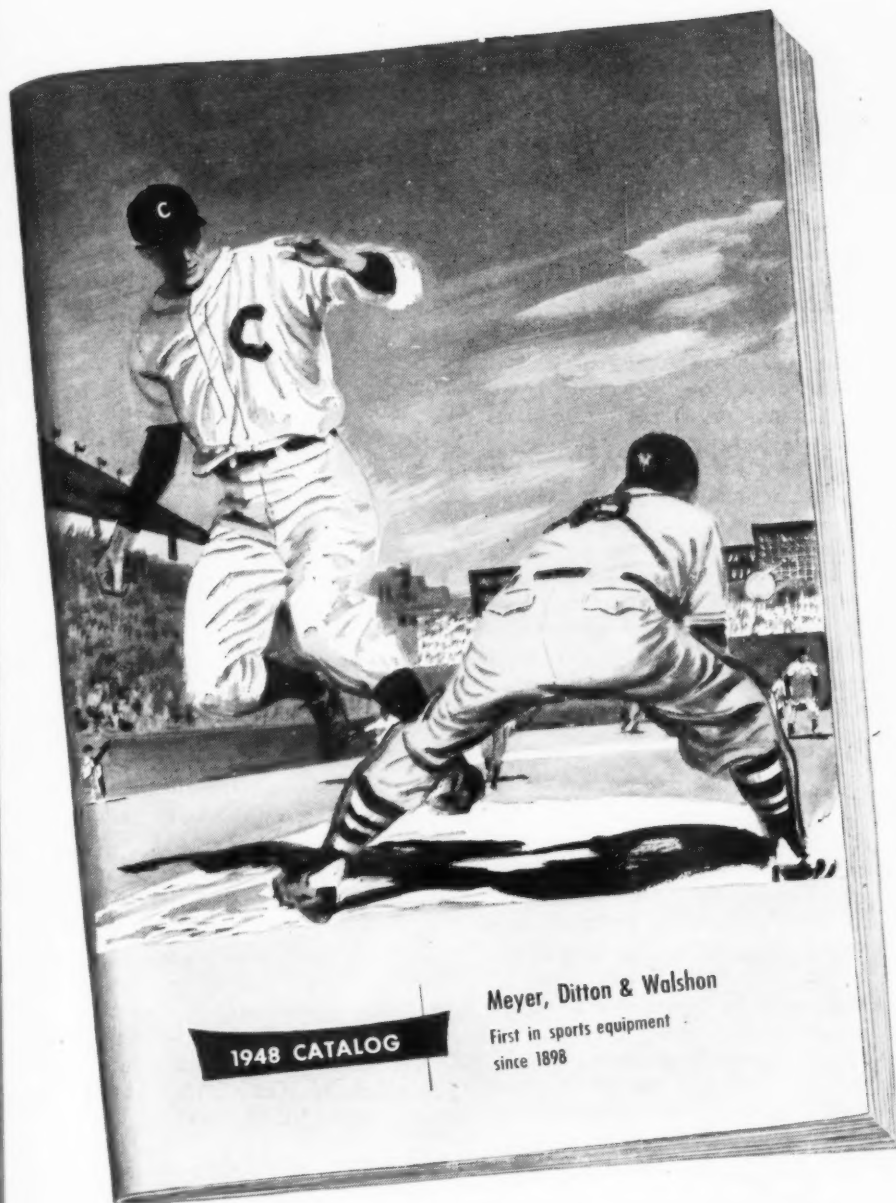
The Procter & Gamble Co., which has used Nielsen Radio Index coast-to-coast service since its inception, has executed an agreement covering the new, recently announced National NRI Service.

TELEVISION

As of October 1, 37 television stations were operating and 87 construction permits had been granted by the Federal Communications Commission. Now FCC has frozen all tele-

Before choosing any printing paper . . .

Look at Levelcoat*



Illustrated here is a typical use of Levelcoat*, not an actual booklet

Look at Levelcoat...

for brightness

Should the product you picture in your new catalog sizzle? Should it sparkle with sales appeal? Then make it come alive—against the setting of lustrous Levelcoat* printing paper. Yes, Levelcoat papers are brilliant from the body fiber out—*brighter* because they're *whiter* than ever!

Look at Levelcoat...

for smoothness

Smooth as richest country cream, the flowed-on surface of Levelcoat is a triumph of precision manufacture. Test it. Print with it. Let the smoother surface of Levelcoat give you smoother, truer press impressions ream after ream, run after run.

Look at Levelcoat...

for printability

Printers and advertisers alike depend on the printability of Levelcoat for the smooth, trouble-free production of uniformly beautiful work. Let this outstanding Levelcoat quality produce finer results for you, too. Give your printing the Levelcoat lift!

IT PAYS TO LOOK AT LEVELCOAT

*Levelcoat**
PRINTING PAPERS



KIMBERLY-CLARK CORPORATION, NEENAH, WISCONSIN

*T. M. REG. U. S. PAT. OFF.

OCTOBER 15, 1948



TELEVISION to spearhead Trommer's Beer fall and winter advertising campaign. The 26-week contract with WNBT is signed by George F. Trommer, president of John F. Trommer, Inc., while James V. McConnell (left), NBC Spot Sales director, and Francis C. Barton, Jr., vice-president of Federal Advertising Agency, Inc., look on.

vision station applications for an indefinite period. The action, which affects 300-odd applications now on file, was taken because of technical problems developing in the lower bands now used.

A total of 64,953 television sets were manufactured by companies affiliated with the Radio Manufacturers Association during the month of August. As reported by Television Broadcasters Association, a new monthly record was established by this figure, a gain of almost 10,000 over the preceding month. Average weekly production of 16,238 sets during August showed an increase of 51% over the weekly production for the first half of the year.

Television receivers in the Baltimore area have mounted to a total of 22,020, according to a survey just completed for the Baltimore Television Circulation Committee.

Dealers and distributors in the city have reported September a banner month in the number of set sales in

the area. The new total represents an increase of 3,490 receivers over the total disclosed in the committee's survey a month ago.

All three Baltimore television stations are represented on the committee, and the tabulation is made through the cooperation of dealers and distributors of the 30-odd brands of television receivers now being marketed here. Members of the committee are Harold P. See, director of television, WBAL-TV; Frederick Allman, vice-president, WAAM; Robert B. Cochrane, program director, WMAR-TV.

The 1948 presidential elections coverage by the CBS Television Network Tuesday night, November 2, from 8:00 P. M. until the election is definitely decided and as long thereafter as important voting news develops, will be sponsored by Nash Motors, which also is sponsoring CBS's radio coverage of the election night. . . . Forty of the 70 Madison Square Garden events scheduled ex-

clusively over the CBS-TV network will be sponsored by R. J. Reynolds Tobacco Co. . . . The General Electric Co., for its Electronics Department, has signed for full television facilities of ABC.

TRANSPORTATION ADVERTISING

A car card for Toni Home Permanents won first place in Study No. 12 of the Continuing Study of Transportation Advertising by obtaining 135,000 readers in Greater Providence, R. I., during a 30-day display last April. The Advertising Research Foundation has announced.

The ubiquitous card was seen and remembered by 29% of the Providence area's basic population of 460,000. The basic population includes all persons 15 years of age and older. Results of the survey, published in a 24-page report, are being distributed to upwards of 2,500 advertisers, agencies and transportation advertising executives.



PETER HURST, director of national advertising, National Association of Transportation Advertising, Inc.

Joseph L. Tribble has been named New England manager of Transit Advertisers, Inc., which represents car card and poster advertising interests of six Eastern railroads and other transit systems throughout New England. . . . Howard S. McKay has joined Maynard Boyce, Inc., Los Angeles, as vice-president in charge of sales.

RELATED SERVICES

James O. Peck, who has been associated as a vice-president with the Putnam Publishing Co., Chicago, for the past year and a half, is resigning October 15. Increasing demands on Mr. Peck's time by his own research organization, the James O. Peck Co., have dictated the move.

The Forbes Lithograph Co. announces the retirement of Ralph W. Thomas and the appointment of John B. Osborn as vice-president and general sales manager.



Don't bolster your sales quota—Beat it! Use BSN where the cash customers are looking for you.



STANTON B. FISHER elected president of his own advertising agency, New York City.



"LET'S HIT THE HIGH SPOTS"

When sales strategy calls for high-spot or test marketing, Detroit demands top consideration. This is true, not only because of its consistent retail sales gains (greater for the first 6 months of 1948 than that of any other large city), but because, you can cover this multi-billion dollar market effectively and economically through The Detroit News alone.

The News funnels 95% of its total daily circulation into the 6-county Detroit trading area, reaching well over 57% of the total income. And 78% of The News trading area circulation is home-delivered! This home readership is responsible, to a great extent, for The News' consistent local leadership in nearly every major classification of Retail and General advertising. Yes, Detroit is a great market . . . and The News is a great marketplace through which to sell Detroiters your products!

432,089—largest weekday circulation ever reached by any Michigan newspaper
554,187—highest Sunday circulation in Detroit News' history.

A.B.C. figures for 6 months period ending March 31, 1948

National Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11



Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV

NATIONAL
NBC
BRIEF CASE

Frame Top Brief Bag

File and Document Case

De Luxe Zipper Ring Binder

The most complete Sales Case line in America

NATIONAL BRIEF CASE MFG. CO., INC.
532 S. PEARIA ST., CHICAGO 7, ILL.

WRITE FOR NEW ILLUSTRATED PRICE LIST

ASK FOR
V.P.D. PROTECTIVE DISPLAYS

SMART DISPLAY

Large Presentation Ring Binders with metal bound transparent plastic windows. Sizes for sheets 22 x 17, 17 x 14, 14 x 11, 11 x 8½. Stiff & flexible attractive covers. Also Zipper Case Presentations 11 x 14, 11 x 8½. Sold only thru leading V. P. D. stationers in the U. S. A.

For 28-page descriptive catalogue illustrating V. P. D. Visual Selling Aids write

JOSHUA MEIER CO., INC.
P. O. Box 242
Cooper Station,
New York 3, N. Y.

Comfort, Convenience, Courtesy
Lennox
HOTEL
in ST. LOUIS
9th & WASHINGTON

Write for handy rate folder T

Building Supply News 1st Near
Brisk Selling Near

The fight is on for the same dollar. It's a healthy fight. Make it profitable. Use the 1st paper

Ideas . . .

you may have missed

For the convenience of readers here is a brief check list of worthwhile booklets and catalogs described in recent issues, free to you while the supply lasts. They will be mailed by the organizations which have prepared them . . . to get yours, write Advertisers' Service Bureau, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y. Title and company connection must be given. Please order by number on company letterhead.

1136 With the buyer's market comes greater need for both foundation and refresher courses. International Correspondence Schools explains the need—and a solution—in the free booklet, "Selling That Gets the Business."

1137 With a relatively inexpensive merchandise incentive campaign, one Cappel, MacDonald & Company client made sales increases in 4 consecutive weeks of 9%—20.2%—37.3% and 42%. How they did it is explained in "Portfolio for Sales Executives."

1138 Have you a quality product for which you want a volume market? The 1948 Market Survey of New York's Station WQXR describes 500,000 of the better-than-average-income New York families and the brands they prefer.

1139 The best national picture on brand preferences is to be found in the 11 Consumer Market studies conducted along lines pioneered by the Milwaukee Journal. The Philadelphia story is given in the Bulletin's 1948 survey.

1140 Everybody knows that nowadays the farmer is the Nation's Number One Rich Guy. The booklet "Key to the Influential Million Farm Families," tells the interesting story of Nation's Agriculture, Magazine of the American Farm Bureau Federation.

1141 What five ads interested 31% or more of men readers in the South; what five ads attracted an average 74% of women readers in the same area? They aren't necessarily the same ones which would be high in a national survey. Details are given in Progressive Farmer's Continuing Study #6 of Farm Publications.

1142 If you sell through dealers you must be interested in better point-of-sale promotion ideas. Copeland Displays offers a portfolio of successful promotions called "Your Display Sales Builder."

1143 What should one say to workers, their families, townspeople in plant-city campaigns? The J. Walter Thompson Company gives significant findings in a memorandum, "Plant City Advertising," yours for the asking.


1144 How Frankfort Distillers Corp. solved the problem of building a not-too-expensive mass merchandising display, substantial and attractive enough to be a semi-permanent fixture, is told—with other similar display problems—in Consolidated's "Sales Promotion Techniques."

1145 N. J. Leigh, Einson-Freeman board chairman, has devised 50 pertinent questions for advertisers to check on in advance of point-of-sale promotion decisions. It is available under the title, "To Stimulate Ideas for Displays."

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If you're interested in se-
curing good art, when
you need it and at a low
price—you're inter-
ested in The Art Mart*
Service. Furnishing
subscribers *Classified
Art for every use—
in photo print and mat
form—it's new and
different. Write ..

THE ART MART*
*Classified Art for Every Use
308½ N. Harwood. Dallas 1, Texas

WINSTON-SALEM'S BUYING POWER RANKS 31% ABOVE NATIONAL AVERAGE!

with a

**Retail Sales Figure for 1947 of
\$101,493,000**

accounting for .086 per cent of
the nation's retail business with
only .062 per cent of the nation's
population.

Outstanding in the State Also!

accounting for 4.67 per cent of
the state's retail business with only
2.40 per cent of the state's popu-
lation.

Source: Sales Management's Survey of Buying
Power—May, 1948

Powerful reasons why Winston-
Salem is a "must market" for ad-
vertisers with something to sell
in the South's No. 1 State!

**Remember! "All Business Is
Local!"**

WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL
MORNING SUNDAY EVENING
National Headquarters: KELLY-SMITH COMPANY

SALES MANAGER

National manufacturer of Portable
Power Tools (Chicago Area) with
branches in principal cities in U. S.
and Canada seeks qualified sales ex-
ecutive. We manufacture gasoline,
electric & pneumatic power driven
tools including engine & motors. These
are sold through auto-motive, mill sup-
ply, hardware, electrical jobbers &
dealers. Our tools are used in indus-
try, by the building trades, in all fields
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COMMENT

LOOK AT NASHUA!

Sometimes it takes a red-hot crisis to shock people into a full sense of awareness of some dangerous political or economic trend which has been developing without much effective counter-action. Such a crisis galvanized many Americans recently when Textron, Inc. announced its decision to close its Nashua, N. H., sheeting and blanket mills employing nearly 3,500 persons . . . then agreed to try running one mill to give 1,000 CIO union employees a chance to raise output per man—if they can and will—to a profit point.

The primary reason for the original shut-down decision, Royal Little, Textron's president, told a Senate investigating committee from Washington, is this: Productivity per worker in the plant has been so low in comparison with other parts of the country that Nashua lost \$247,000 in the first half of 1948; that if it were to run three 40-hour shifts per week for the whole year it would lose \$1,000,000.

There were some contributing causes too: High local taxes, high power rates, high compensation insurance, and high cost of shipping cotton from the South to Nashua. The union, in a flurry of effort to distract attention from itself, charged that the company merely wanted to move to tax-exempt Puerto Rico.

Whatever the secondary reasons, the basic fact remains that Textron pays its New Hampshire workers 10% higher wages than the people in its Carolina mills (wages comprising 75% of total costs) yet one of its southern mills produces 25% to 100% more yards and pounds per hour than the comparable mill in Nashua. Southern workers have been turning out wide muslin sheeting at 9.62 lbs. per man-hour against the Nashua rate of only 5.37.

Now it appears labor in one Nashua plant has an opportunity to do better. It will be an interesting test of employees' will to work—and of the ability of the company to control its own production by strong and fair labor management.

Textron's experience with low per man-hour productivity is matched in many industries. But there are things to do about it. Frank Rising, general manager of The Automotive & Aviation Parts Manufacturers Association, says union leaders have held down production in his industry by reducing work standards "to a silly point." In one plant, stewards were able to reduce output from an early postwar figure of 20,000 units per day to 14,000 . . . until the company stiffened its back and ordered stewards to keep out of certain departments on penalty of discipline. Production moved up to 38,000. This, however, may be an unusual case.

In addition to battling against bad union leadership, there's a selling job to be done to the rank and file. The sales brains of every company might well be applied to that job. The Nashua affair—a dramatic demonstration of the dangers developing out of the alarming decline in production per man; dangers as real to labor as they are to capital—can be used as a convincing "sales aid."

The product to be sold is our American high standard of living. That standard of living is the sum total of the values we produce. It doesn't come easily. Everybody in America wants it (except the enemies within our gates) but to have it, people must understand the basically simple principle that we have to produce efficiently *more goods per man*, not less. If 10,000,000 more people want refrigerators, for example, we must make 10,000,000 more refrigerators at prices the 10,000,000 people will pay. We must make them with such efficiency that prices will be competitive. When we don't do those things, no sales department under the sun can sustain the volume that makes jobs. But when we do, the American high standard of living is ours.

Management has a great responsibility to make the economics of the situation clear to its workers. But if there ever was a major opportunity for labor to contribute lastingly to the U.S.A., this is it. Somehow it must learn we can't take more *out* of our economy if we put less *in*. Just take a look at Nashua. There's the proof!

AIRLINES SHOW SALES SENSE

We are not among those hooting at the financially sick airlines of this country for cutting some of the passenger fares which the Government permitted them to boost. It strikes us the lines are showing good sales sense. They are merely applying the old, accepted principle that a customer who buys 1,000 units of a product is entitled to a better price than a customer who buys one unit. They are going after marginal business they could not get otherwise.

All this year the lines have been flying plenty of empty seats, yet the cost of flying a plane was higher than ever. Thus they had to go ahead producing their product whether it sold at a profit or not. The Civil Aeronautics Board called them to Washington, advised them to cut out free meals and other "frills" that had made their product more attractive to buyers; finally authorized them to raise fares 10%. Is that the way to make a slow product sell faster? Some sales-minded airlines men think it is not.

They have adopted all sorts of devices to sell volume and marginal business. Low rates are offered groups going to conventions, to people going to resorts in off seasons, to "commuters" who travel frequently between fixed points. A man who buys a full-fare trip may take his wife and children under age 21 for half fare. "Coach fares" are collected for flights on slow DC-3's (good old DC-3's, the "workhorses of the air"), while standard higher fares are paid by those who want luxury at 300 m.p.h. in the new giant birds. And so it goes . . . with new sales ideas cropping up on one line after another.

This seems like an exhibit of good sales sense. It is fitting the product to the specific customer's needs . . . thus expanding the market.

Airlines passenger volume shows signs of rising. We hope it will rise enough to take the suffering lines out of the red. This will then be a fine example of the American economic system at work . . . a system that succeeds in part by the use of good sales sense powerfully applied.

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